

Agenda Including Addeds

Strategic Priorities and Policy Committee

19th Meeting of the Strategic Priorities and Policy Committee

July 19, 2023

4:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

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6.2	Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations	
	A matter pertaining to information explicitly supplied in confidence to the municipality by Canada Mortgage and Housing Corporation pursuant to subsection 239(2)(h) of the <i>Municipal Act, 2001</i> and the subject matter being considered is a position, plan, procedure, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality pursuant to subsection 239(2)(k) of the	

Municipal Act.

6.3 Personal Matters/Identifiable Individual

A matter pertaining to an identifiable individual; employment-related matters; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.

7. Adjournment

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Subject: London Community Grants Program Policy Update

Date: July 19, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions **BE TAKEN** with respect to the London Community Grants Policy:

- a) the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council Meeting to be held on July 25, 2023, to repeal and replace By-law No. CPOL.- 38(a)-236 entitled London Community Grants Policy; and,
- b) that this report **BE RECEIVED** for information.

Executive Summary

This report presents proposed changes to the London Community Grants Program in response to the direction from Council to remove barriers racialized and marginalized groups may face when applying to the London Community Grants Program.

Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with the strategic area of focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027.

- Outcome: London is an affordable and supportive community for individuals and families.
- Expected Result: Londoners have access to quality, affordable, and timely services.
- Strategy: Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Innovation and Capital Funding Allocations \(2023\)](#) (June 20, 2023)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\)](#) (July 27, 2022)
- [Anonymized Application Review for the London Community Grant Program](#) (February 8, 2022)
- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)

1.2 Background and Purpose

The London Community Grants Program ([LCGP](#)) impacts the lives of Londoners through annual investments of approximately \$2.8 million for initiatives that align with the City of London's Strategic Plan. The LCGP currently includes a Multi-Year funding stream aligned with Council's multi-year budget cycle and an annual Innovation and Capital funding stream.

At its meeting held on August 25, 2020, Municipal Council resolved that the following actions be taken with respect to the London Community Grants Program, related Council Policy, and funding allocation:

- a) for the Multi-Year Funding Allocation for the period 2024-2027, the Civic Administration BE DIRECTED to provide for a minimum of 25% (\$500,000) of the total funding available to be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity; it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the "London Community Grants Program Policy";
- b) the Civic Administration BE DIRECTED to bring forward any necessary amendments to the "London Community Grants Policy" to implement a) above and to provide for applications that support the initiatives listed in a) above, to be eligible under the annual Innovation and Capital Funding Stream allocations; it being noted that such applications would be subject to the community panel review process as provided for in the Policy; and,
- c) the Civic Administration BE DIRECTED to remove any barriers that racialized and marginalized groups may face applying to the London Community Grants Program. (4.2/15/SPPC)

At its meeting held on February 3, 2021, Municipal Council approved immediate changes to the London Community Grants Policy in response to a) and b) above. Council also approved future policy changes in response to c) above to be implemented prior to next Multi-Year funding cycle (2024-2027).

The purpose of this report is to:

1. Present the barriers identified through community engagement that equity-denied groups face when applying to the LCGP;
2. Present recommended LCGP Policy and administrative procedure changes to remove barriers in response to Council's direction; and
3. Outline next steps.

The proposed by-law with the updated policy is provided in [Appendix A](#), and the current policy is provided in [Appendix B](#).

2.0 Discussion and Considerations

2.3 Approach

From September 2021 to December 2022 research, consultation and community engagement was completed to develop recommendations to remove barriers for racialized and marginalized groups when applying to the LCGP. The approach included:

- cross-jurisdictional scan of equity and inclusion policies in other grant programs including municipal and not-for profit funders/grantors;
- interviews with community granting sector experts and funders to explore lessons learned and best practices in equity;
- one-on-one conversations with community organizations and grassroots groups that focus on anti-racism, anti-oppression, equity, diversity, and inclusion;
- literature review of funding opportunities for equity denied groups;
- culturally responsive and plain language reviews;
- Equity Review using the City of London Anti-Racism and Anti-Oppression Framework and Equity Tool; and,

- community engagement to identify barriers equity denied groups may face when applying to the London Community Grants Program.

Findings through the methods above confirmed results that were presented to Council in the [London Community Grants Program Policy Update Report](#) (January 26, 2021).

2.4 Community Engagement Results

Community Engagement was completed by Senomi Solutions Inc. and Kiinew Kwe consultants between December 2021 and February 2022. As local experts in equity, diversity, and inclusion and Indigenous knowledges, the consultants used their expertise to gather, analyze, and understand the experiences of underrepresented groups with the LCGP.

The scope of the engagement included identifying barriers racialized and marginalized groups may face when applying to the London Community Grants Program, and capacity building needs of new and grassroots groups.

This was accomplished through one-on-one interviews, focus groups and an online survey with a wide-cross section of racialized, marginalized, and grassroots groups (e.g., Black, Indigenous, ethnocultural, people with disabilities, LGBTQ2S+).

When respondents were asked the reason why they had not applied for the London Community Grant program, the following themes emerged:

- **Awareness:** many respondents were unaware of the London Community Grants Program.
- **Capacity:** respondents indicated that they lacked time and resources to complete an application.
- **Application Process:** respondents felt the application was tedious and complicated and that the format did not always allow for the sharing of culturally necessary information.
- **Lack of diversity in programs and organizations being funded:** respondents felt the same types of organizations get funding which led to perceptions of ineligibility and/or sentiments of frustration/discouragement.
- **Cultural Sensitivity:** respondents signaled that grant reviewers need a common understanding of the challenges and barriers faced by underrepresented groups.

When respondents were offered to provide additional comments or recommendations, the following themes emerged:

- **Increase communication:** promote specifically to equity-denied or grassroots groups.
- **Improve assistance:** provide resources and opportunities to assist organizations in completing the application process successfully.
- **Create tiered grant funding opportunities:** base funding on the size of the organization and length of establishment.

These findings led to the development of a number of program enhancements and recommendations aimed at removing barriers to accessing the LCGP.

2.5 Recommendations

Based on research and community engagement, the following recommendations are suggested to enhance equity in the London Community Grants Program:

- 1) develop a tiered funding model;
- 2) enhance application process and eligibility
- 3) strengthen outreach and improve awareness of program;
- 4) improve communication, and,
- 5) revise Community Review Panel composition, and training.

The section below includes a summary of proposed changes to support the recommendations outlined above. For each recommendation both the LCG Policy and Program changes are identified where applicable. All policy changes recommended in this report are reflected in the proposed updated LCGP Policy available in [Appendix A](#). Pending Council’s approval, the updated policy will be effective for the 2024-2027 Multi-Year Funding cycle.

Recommendation 1: Develop a Tiered Funding Model

Community engagement respondents perceived that the LCGP funding went to the same anchor organizations year over year. Some also suggested that organizations need to be well established in order to be successful. When asked how to improve the process, a key theme that emerged was to provide specific funding opportunities to organizations that were smaller and less established.

To address this barrier and provide more equitable funding opportunities, the first recommendation is to develop a tiered funding model. The current funding framework includes two streams: the Multi-Year Grant Stream, and the Annual Innovation and Capital Stream (see Figure 1 below). The proposed funding framework would include a new stream for grassroots groups or newly formed not-for-profit organizations, reducing competition with larger more established organizations (see Figure 2 below).

It is recommended that \$100,000 be reallocated from the annual Innovation and Capital stream to a new Grassroots grant. This change would also involve the removal of other barriers by allowing for funding annually for the same project for up to four years and allowing for the City of London to be the sole source of funding for groups applying through to this grant. These changes will support new and less established groups to become stable, grow, and be well-positioned to apply for grants in the future.

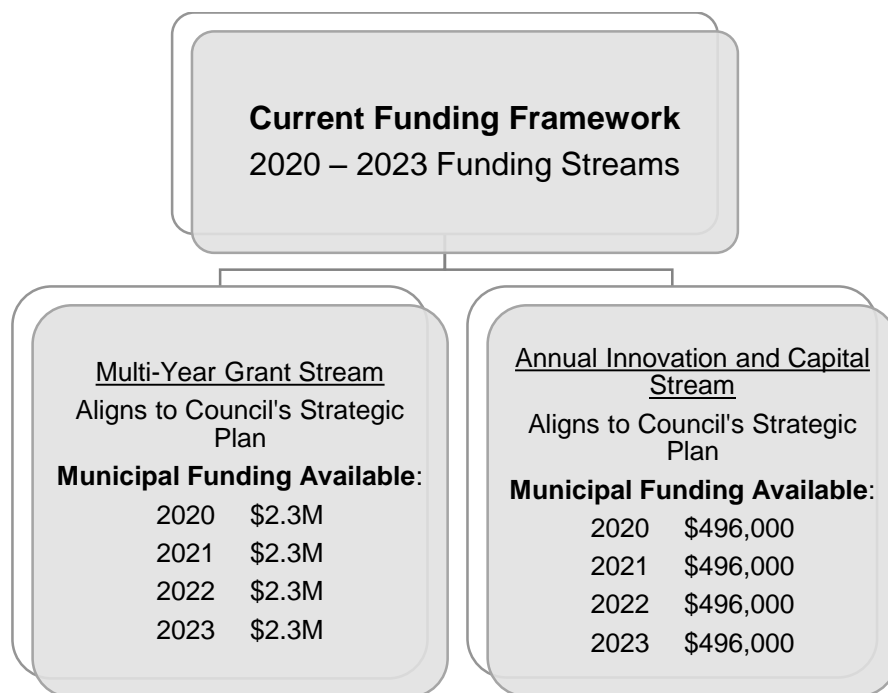


Figure 1: a diagram showing the current LCGP funding framework

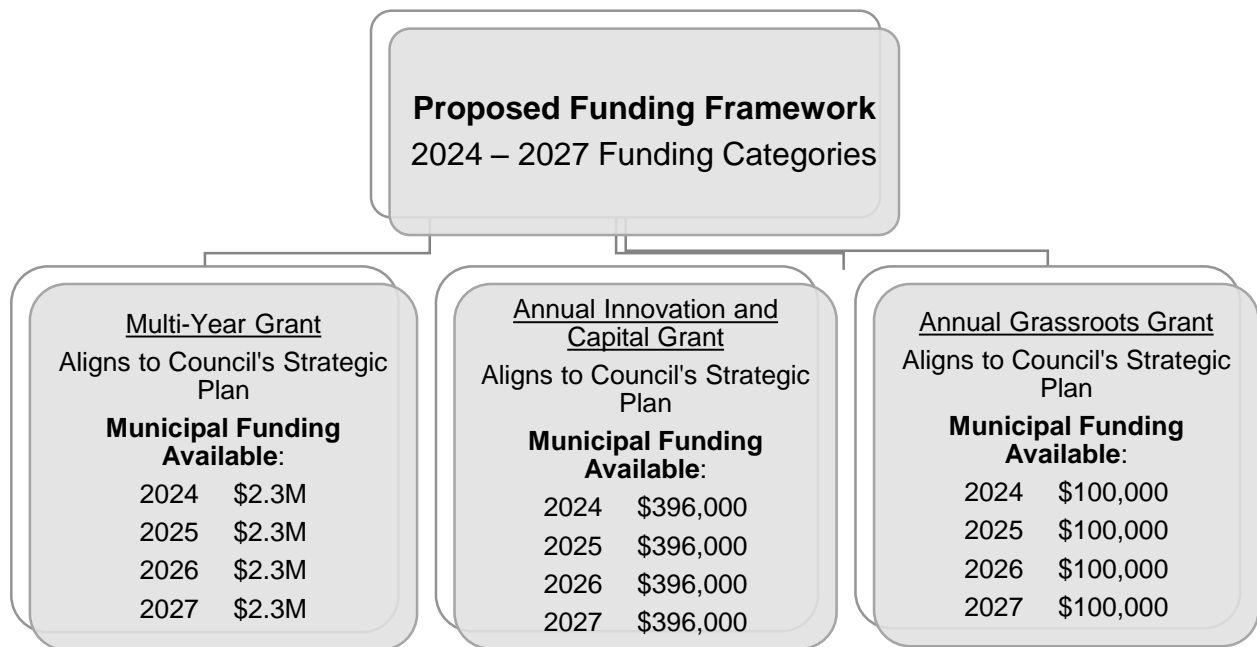


Figure 2: a diagram showing the proposed LCGP Funding Framework

Policy Changes to Support Recommendation 1

- Section 2.7 - Add definition: “Newly-formed not-for-profit organizations” refers to organizations that have been incorporated for no more than three years.
- Section 2.11 - Add definition: “Unincorporated grassroots group” refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose.
- Section 3.2.c) - Add grassroots grant section under applicability: For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.
- Section 4.2 c) - Add grassroots grant section under specific program requirements:
 - Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Annual Grassroots Fund. (i)
 - Grassroots groups that are unincorporated require partnership with a host organization. (ii)
 - An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding Grant re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved. (iii)
 - The City of London may be the sole source of funding for the Grassroots Grant. (iv)
 - For purposes of the City of London Community Grant Program, an unincorporated grassroots group is expected to have functioned in London for at least one year. (v)

Recommendation 2: Improve the Application Process and Remove Eligibility Barriers

Community engagement respondents found the application process was complicated and tedious. They noted capacity issues including a lack of time and resources to complete the application. Respondents also noted that the application format (written submission) did not allow for the sharing of culturally necessary information. In addition, eligibility barriers were identified. For example, organizations located on First Nations serving Londoners are not currently eligible for LCGP funding if they do not have an office located in London.

To address these challenges the second recommendation is to improve the application process and remove eligibility barriers.

Policy Changes to support Recommendation 2

- Section 4.1.c) - Add language that a project must be available to a broad section of the London community unless specifically serving an equity-denied group
- Section 4.1.f) - Update clause to clarify that 25% of total funding will be allocated to initiatives that support anti-racism, anti-oppression, diversity, equity and inclusion initiatives and may be inclusive of all equity-denied groups including but not limited to Black, Indigenous, and Muslim communities.
- Section 4.3.b.i) - Change clause to allow organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) to be eligible provided that funded projects are delivered within the City of London.

Program Changes to Support Recommendation 2

- Amend application to include a video option that would augment written submission.
- Simplify and revise application and evaluation criteria.
- Extend time period to complete application.
- Enhance capacity building for new and grassroots groups (e.g. grant writing workshops, training opportunities, organizational processes etc.).
- Increase promotion of available workshops, training and online resources.

Recommendation 3: Strengthen Outreach and Improve Awareness

Many community engagement respondents (60%) indicated they did not apply to the London Community Grants Program because they were unaware of it. Others confused the program with other local grant programs. To address these challenges, the third recommendation is to strengthen outreach and improve awareness through relationship and community development, and to reduce brand confusion by changing the program name.

Policy Changes to Support Recommendation 3

- Change title to City of London Community Grants Policy.

Program Changes to Support Recommendation 3

- Host community-led information sessions tailored to specific groups.
- Enhance outreach and relationship building intentionally.
- Improve information sharing with community partners.
- Leverage existing relationships and connections to reach groups currently not participating in the program.

Recommendation 4: Improve Communication

Community engagement respondents perceived that the same organizations received funding year over year. In addition, they found it challenging to find information about eligibility criteria, program goals, priorities, and results. Although this information is available on the City's website, respondents felt that it is not easy to access. To address these barriers the fourth recommendation is to improve communication about the program.

Program Changes to Support Recommendation 4

- Develop and execute a year-round communication plan.
- Develop FAQs related to eligibility, assessment, goals and results that is easily accessed on the City's website.
- Share stories from funded organizations in multiple formats.
- Develop a communications strategy to reach groups currently not participating in the program.

Recommendation 5 Revise Community Review Panel Composition, and Training

Community engagement respondents highlighted the importance of grant reviewers having a common understanding of the challenges and barriers faced by underrepresented groups.

To address Community Review Panel composition, this report recommends that composition targets align to the Government of Canada's 50-30 approach. The 50–30 Challenge is an initiative between the Government of Canada, Canadian businesses and diversity organizations. The goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplaces, while highlighting the benefits of giving all Canadians a seat at the table. The 50–30 Challenge has two goals:

- 1) Gender parity (50% women and/or non-binary people) on Canadian boards and/or senior management; and,
- 2) Significant representation (30%) on Canadian boards and/or senior management of members of other equity-deserving groups including those who identify as Racialized, Black, and/or or People of colour (“Visible Minorities”), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

Policy Changes to Support Recommendation 5

- Section 2.3 - Add definition of Government of Canada 50-30 Challenge.
- Section 4.5.b).ii) – Update clause to indicate that the community review panel composition will align with the Government of Canada 50-30 Challenge.

Program Changes to Support Recommendation 5

- Provide City of London Anti-Racism and Anti-Oppression Foundations I and II to all new Community Review Panel Members
- Provide refresher training annually to all Community Review Panel Members

Housekeeping Changes

In addition to the changes outlined above, housekeeping changes are also included in the revised City of London Community Grants Policy in [Appendix A](#). These include minor changes to improve plain language, readability, and cultural responsiveness, as well as updates to align to changes to legislation, and corporate terminology. Examples include the following.

- Section 2.1 - Add definition of equity-denied groups.
- Section 2.8 - Update definition of not-for-profit to align to the Ontario Not-for-Profit Corporations Act, 2010.
- Section 3.2 - Add title Annual Grants.
- Section 3.2.a) - Clarify collaboration is between two or more organizations.
- Section 3.2.b) - Move requirements for Capital projects from applicability section to requirements section.
- Section 4.1.d)- Remove physical barriers language as accessibility barriers extend beyond physical.
- Section 4.3.a).iv) - Add clause to clarify that projects must be delivered within the City of London.
- Section 4.3.a).v) Add clause to clarify that organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.
- Section 4.5.a).i). Amend role of community members to include expertise or knowledge in subject matter specific to priorities of the City's Strategic Plan.

Administrative procedures for the City of London Community Grants Program will be updated to reflect policy and program changes proposed in this report.

3.0 Next Steps

Contingent on Council approval, Civic Administration will implement changes to the LCGP Policy and associated administrative procedures. The updated policy and procedures will be in place for the Multi-Year funding application period for 2024-2027. The application process for this stream of funding is projected to launch in August 2023.

4.0 Financial Impact/Considerations

Annual funding to support the LCGP exists in the Neighbourhood, and Community-Wide Services operating budget, which was approved through the 2020-2023 Multi-Year Budget process. For 2023, \$2.3 million in funding will be allocated through the Multi-Year stream and \$496,000 will be allocated through the Innovation and Capital stream.

Conclusion

The City of London Community Grants Program is an investment in community to further the City of London's Strategic Plan. The recommendations in this report continue to work towards a more inclusive and more impactful City of London Community Grants Program. Civic Administration recognizes that removing program barriers for racialized and marginalized groups requires sustained commitment over time.

Civic Administration wishes to thank the individuals and groups who participated in conversations about the current London Community Grants Program. Their insights have been instrumental in the development of this report.

Prepared by: Janice Walter, Manager, Community Grants
Kristen Pawelec, Director, Community Development and Grants, Neighbourhood and Community-Wide Services

Recommended by: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Appendix A: Proposed Bylaw

Bill No.
2023

By-law No.

A by-law to repeal Council Policy related By-Law No. CPOL.-38(a)-236 being “London Community Grants Policy” and replace it with a new Council policy entitled “City of London Community Grants Policy”.

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.- 38(a)-236 being “London Community Grants Policy” and replace it with a new Council policy entitled “City of London Community Grants Policy”;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. By-law No. CPOL.- 38(a)-236 being “London Community Grants Policy” is hereby repealed.
2. The Policy entitled “City of London Community Grants Policy” attached as Schedule “A” is hereby adopted.
3. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on July 25, 2023.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading – July 25, 2023
Second Reading – July 25, 2023
Third Reading – July 25, 2023

Schedule A



London
CANADA

City of London Community Grants Policy

Policy Name: City of London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236)

Last Review Date: July 19, 2023

Service Area Lead: Deputy City Manager, Neighbourhood and Community-Wide Services

1. Policy Statement

The objective of this Policy is to outline the criteria for the City of London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

2. Definitions

2.1 'Equity-denied groups' (also called equity-deserving groups) are groups of people who have been historically disadvantaged and underrepresented in positions of power and economic influence. These groups face exclusion due to societal and systemic barriers. These groups include, but are not limited to women and girls, racialized persons, those that identify as 2SLGBTQ2+, Indigenous, and people with disabilities.

2.2 "Funder" refers to an organization that provides money for a particular purpose. This includes but is not limited to foundations and other government sources (Federal and Provincial).

2.3 "Government of Canada 50/30 Challenge" is a federal approach to increasing diversity to ensure gender parity (50% women and/or non-binary people) and significant representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or or People of colour ("Visible Minorities"), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

2.4 "Grant application" refers to the application associated with each granting category.

2.5 "Grant agreement" refers to the legal agreement that is signed after an application has been deemed successful under the City of London "the City" Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.

2.6 "Host organization" refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The host organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the grant agreement.

2.7 “Newly-formed not-for-profit organizations” refers to organizations that have been incorporated for no more than three years.

2.8 “Not-for-profit” refers to an organization that:

- Is dedicated to purposes other than pursuing a profit.
- Is incorporated without share capital.
- May not distribute any profits to its members, directors, or officers (for more information, refer to section 89 of the Ontario Not-for-Profit Corporations Act, 2010).
- Must use any profit exclusively for its not-for-profit purposes.
- Includes both charitable and non-charitable organizations.

2.9 “Procedural error” in reference to the appeals process, refers to a mistake that may have been made as a result of not following the process for the allocation of grants as outlined in this Policy.

2.10 “Strategic Plan” refers to the current City of London Strategic Plan.

2.11 “Unincorporated grassroots group” refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose. The group has not registered for incorporation, and is not bound to the legislative rights and responsibilities as set out in the [Ontario Not-for-Profit Corporations Act, 2010](#).

3. Applicability: Funding Categories

Applications for City of London Community Grants will be considered under the following categories:

3.1 Multi-Year Grants

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London’s Strategic Plan.

3.2 Annual Grants

a) Innovation

Innovation grants are provided for initiatives that engage in one or more of the following:

- **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
- **Collaboration** – new collaborations between two or more organizations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
- **Transformation of service delivery** – creative new approaches to social innovation that engage multiple partners in creative collaboration to improve system delivery OR do things differently.

b) Capital

Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs.

c) Grassroots

For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.

4. The Policy

4.1 General Program Requirements: The Grant

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.

- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community unless specifically serving an equity-denied group.
- d) All projects must conform to all relevant legal standards and requirements and should be accessible to all persons.
- e) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.
- f) A minimum of 25% of the total funding for Multi-Year and all Annual Grants will be allocated to applications whose proposals support anti-racism, anti-oppression, diversity, equity and inclusion initiatives. Proposals may be inclusive of all equity-denied groups including but not limited to: Black, Indigenous and Muslim communities. If no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the City of London Community Grants Program Policy.

4.2 Specific Program Requirements

- a) Innovation
 - i) Considering the one-year term of funding for Innovation Grants, applications must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.
- b) Capital
 - i) Applications to the Capital category will be considered for the following purposes:
 - Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
 - Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with increasing the program/service space available to create more programming opportunities.
 - ii) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
 - iii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
 - iv) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
 - v) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
 - vi) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
 - vii) Unincorporated organizations will not be eligible to apply for Capital funding.
 - viii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that

align with the capital project deliverables.

c) Grassroots

- i) Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Grassroots Grant.
- ii) Grassroots groups that are unincorporated require partnership with a host organization.
- iii) An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved.
- iv) The City of London may be the sole source of funding for the Grassroots Fund.
- v) For purposes of the City of London Community Grants Program, an unincorporated grassroots group is expected to have functioned in London for at least one year.

4.3 Eligibility

a) General Eligibility

- i) A City of London grant should not be considered as the sole source of funding for the organization with the exception of organizations applying through the Grassroots Fund. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
- ii) A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- iii) In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- iv) Project must be delivered within the City of London.
- v) Organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.

b) Applicant and/or Host Organization Eligibility

- i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification with the exception of organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) provided that funded projects are delivered within the City of London.
- ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the City of London Community Grants Program.
- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.

- iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
 - v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.
 - vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
- i) An unincorporated grassroots group or organization may submit an application under the Annual Innovation Grant but must officially become incorporated before any funding can be allocated to the organization.
 - ii) An unincorporated grassroots group or organization must apply to the City of London Community Grants Program (Grassroots, Multi-Year or Innovation Categories) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held accountable for the terms and conditions outlined in the Grant Agreement.
 - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

4.4 Financial Eligibility

- a) The organization must demonstrate strong financial responsibility and capability in carrying out the funded project.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- h) The organization must indicate other City of London funding or contributions that are made to the organization (purchase of service, tax exemptions, etc.).

4.5 Community Review Panel

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
 - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of City of London Community Grants. The community review panel will be comprised of the following members:
 - Community members who are experts or knowledgeable in subject matter specific to priorities of the City of London's Strategic Plan (6-7)
 - Funder (1)

- Outcomes measurement expert (1)
 - Financial expert (1)
 - City Staff (1-2).
- b) Selection
- i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
 - ii) The community review panel composition will align with the Government of Canada 50/30 Challenge <https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>.
- c) Decision Making
- i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Capital Category. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
 - ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan.

4.6 Grant Appeal Process

- a) All decisions related to grant applications for the City of London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
 - i) New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.



London
CANADA

London Community Grants Policy

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236)

Last Review Date: August 10, 2021

Service Area Lead: Deputy City Manager, Neighbourhood and Community-Wide Services

1. Policy Statement

The objective of this Policy is to outline the criteria for the London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

2. Definitions

- 2.1 **"Not-for-Profit"** refers to an organization incorporated without share capital under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.
- 2.2 **"Grant Application"** refers to the application associated with each granting category.
- 2.3 **"Grant Agreement"** refers to the legal agreement that is signed after an application has been deemed successful under the City of London ("the City") Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.
- 2.4 **"Strategic Plan"** refers to the current City of London Strategic Plan.
- 2.5 **"Host Organization"** refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The Host Organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the Grant Agreement.
- 2.6 **"Funder"** refers to an organization that provides money for a particular purpose. This includes foundations, other government sources (Federal and Provincial), etc.
- 2.7 **"Procedural Error"** in reference to the Appeals Process, refers to a mistake that may have been made as a result of not following the process for the allocation of grants as outlined in this Policy.

3. Applicability: Funding Categories

Applications for London Community Grants will be considered under the following categories:

3.1 Multi-Year Grants

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London's Strategic Plan or through Council-directed emerging priorities.

3.2 Innovation and Capital Grants

- a) Innovation grants are provided to new, emerging organizations and/or initiatives that engage in one or more of the following:
 - **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
 - **Collaboration** – new, emerging organizations, initiatives or collaborations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
 - **Transformation of service delivery** – creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery and/or coordination OR provide an opportunity for a sector to do things differently.
- b) Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs. Applications to the Capital category will be considered for the following purposes:
 - **Purchase of Land and Buildings:** Grants are made in this category only when the purchase is required for the immediate capital project.
 - **Construction Costs:** Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

4. The Policy

4.1 General Program Requirements: The Grant

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community.
- d) All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- e) A minimum of 25% of the total funding for the Multi-Year and Innovation and Capital Funding Streams will be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity, it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the London Community Grants Program Policy.

4.2 Specific Program Requirements

- a) Innovation
 - i) Considering the one-year term of funding for Innovation Grants, applications under this category will be strongly assessed for ongoing program sustainability. The Applicant must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.
- b) Capital

- i) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
- ii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
- iii) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- iv) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
- v) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
- vi) Unincorporated organizations will not be eligible to apply for Capital funding.
- vii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that align with the capital project deliverables.

4.3 Eligibility

a) General Eligibility

- i) A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
- ii) A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- iii) In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- iv) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

b) Organization Eligibility

- i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification.
- ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the London Community Grants Program.
- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.

- iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
 - v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.
 - vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
- i) An unincorporated organization may submit an application under the Innovation category of the Innovation and Capital stream, but must officially become incorporated before any funding can be allocated to the organization.
 - ii) An unincorporated organization may apply to the London Community Grants Program (Multi-Year or Innovation Category) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held to accountable for the terms and conditions outlined in the Grant Agreement.
 - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

4.4 Financial Eligibility

- a) The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- g) The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

4.5 Community Review Panel

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
 - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of London Community Grants. The community review panel will be comprised of the following members:

- Community member (2-3)
 - Expert in subject matter (specific to priorities of the Strategic Plan or Council-directed emerging priorities) (3-4)
 - Funder (1)
 - Outcomes measurement expert (1)
 - Financial expert (1)
 - City Staff (1-2).
- b) Selection
- i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
 - ii) Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.
- c) Decision Making
- i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Innovation and Capital Stream. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
 - ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan and/or Council-directed emerging priorities.

4.6 Grant Appeal Process

- a) All decisions related to grant applications for the London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
 - i) New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan or Council-directed emerging priorities under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Subject: London Community Grants Program Policy Update

Date: July 19, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions **BE TAKEN** with respect to the London Community Grants Policy:

- a) the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council Meeting to be held on July 25, 2023, to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”; and,
- b) that this report **BE RECEIVED** for information.

Executive Summary

This report presents proposed changes to the London Community Grants Program in response to the direction from Council to remove barriers racialized and marginalized groups may face when applying to the London Community Grants Program.

Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with the strategic area of focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027.

- Outcome: London is an affordable and supportive community for individuals and families.
- Expected Result: Londoners have access to quality, affordable, and timely services.
- Strategy: Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Innovation and Capital Funding Allocations \(2023\)](#) (June 20, 2023)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\)](#) (July 27, 2022)
- [Anonymized Application Review for the London Community Grant Program](#) (February 8, 2022)
- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)

1.2 Background and Purpose

The London Community Grants Program ([LCGP](#)) impacts the lives of Londoners through annual investments of approximately \$2.8 million for initiatives that align with the City of London's Strategic Plan. The LCGP currently includes a Multi-Year funding stream aligned with Council's multi-year budget cycle and an annual Innovation and Capital funding stream.

At its meeting held on August 25, 2020, Municipal Council resolved that the following actions be taken with respect to the London Community Grants Program, related Council Policy, and funding allocation:

- a) for the Multi-Year Funding Allocation for the period 2024-2027, the Civic Administration BE DIRECTED to provide for a minimum of 25% (\$500,000) of the total funding available to be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity; it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the "London Community Grants Program Policy";
- b) the Civic Administration BE DIRECTED to bring forward any necessary amendments to the "London Community Grants Policy" to implement a) above and to provide for applications that support the initiatives listed in a) above, to be eligible under the annual Innovation and Capital Funding Stream allocations; it being noted that such applications would be subject to the community panel review process as provided for in the Policy; and,
- c) the Civic Administration BE DIRECTED to remove any barriers that racialized and marginalized groups may face applying to the London Community Grants Program. (4.2/15/SPPC)

At its meeting held on February 3, 2021, Municipal Council approved immediate changes to the London Community Grants Policy in response to a) and b) above. Council also approved future policy changes in response to c) above to be implemented prior to next Multi-Year funding cycle (2024-2027).

The purpose of this report is to:

1. Present the barriers identified through community engagement that equity-denied groups face when applying to the LCGP;
2. Present recommended LCGP Policy and administrative procedure changes to remove barriers in response to Council's direction; and
3. Outline next steps.

The proposed by-law with the updated policy is provided in [Appendix A](#), and the current policy is provided in [Appendix B](#).

2.0 Discussion and Considerations

2.3 Approach

From September 2021 to December 2022 research, consultation and community engagement was completed to develop recommendations to remove barriers for racialized and marginalized groups when applying to the LCGP. The approach included:

- cross-jurisdictional scan of equity and inclusion policies in other grant programs including municipal and not-for profit funders/grantors;
- interviews with community granting sector experts and funders to explore lessons learned and best practices in equity;
- one-on-one conversations with community organizations and grassroots groups that focus on anti-racism, anti-oppression, equity, diversity, and inclusion;
- literature review of funding opportunities for equity denied groups;
- culturally responsive and plain language reviews;
- Equity Review using the City of London Anti-Racism and Anti-Oppression Framework and Equity Tool; and,

- community engagement to identify barriers equity denied groups may face when applying to the London Community Grants Program.

Findings through the methods above confirmed results that were presented to Council in the [London Community Grants Program Policy Update Report](#) (January 26, 2021).

2.4 Community Engagement Results

Community Engagement was completed by Senomi Solutions Inc. and Kiinew Kwe consultants between December 2021 and February 2022. As local experts in equity, diversity, and inclusion and Indigenous knowledges, the consultants used their expertise to gather, analyze, and understand the experiences of underrepresented groups with the LCGP.

The scope of the engagement included identifying barriers racialized and marginalized groups may face when applying to the London Community Grants Program, and capacity building needs of new and grassroots groups.

This was accomplished through one-on-one interviews, focus groups and an online survey with a wide-cross section of racialized, marginalized, and grassroots groups (e.g., Black, Indigenous, ethnocultural, people with disabilities, LGBTQ2S+).

When respondents were asked the reason why they had not applied for the London Community Grant program, the following themes emerged:

- **Awareness:** many respondents were unaware of the London Community Grants Program.
- **Capacity:** respondents indicated that they lacked time and resources to complete an application.
- **Application Process:** respondents felt the application was tedious and complicated and that the format did not always allow for the sharing of culturally necessary information.
- **Lack of diversity in programs and organizations being funded:** respondents felt the same types of organizations get funding which led to perceptions of ineligibility and/or sentiments of frustration/discouragement.
- **Cultural Sensitivity:** respondents signaled that grant reviewers need a common understanding of the challenges and barriers faced by underrepresented groups.

When respondents were offered to provide additional comments or recommendations, the following themes emerged:

- **Increase communication:** promote specifically to equity-denied or grassroots groups.
- **Improve assistance:** provide resources and opportunities to assist organizations in completing the application process successfully.
- **Create tiered grant funding opportunities:** base funding on the size of the organization and length of establishment.

These findings led to the development of a number of program enhancements and recommendations aimed at removing barriers to accessing the LCGP.

2.5 Recommendations

Based on research and community engagement, the following recommendations are suggested to enhance equity in the London Community Grants Program:

- 1) develop a tiered funding model;
- 2) enhance application process and eligibility
- 3) strengthen outreach and improve awareness of program;
- 4) improve communication, and,
- 5) revise Community Review Panel composition, and training.

The section below includes a summary of proposed changes to support the recommendations outlined above. For each recommendation both the LCG Policy and Program changes are identified where applicable. All policy changes recommended in this report are reflected in the proposed updated LCGP Policy available in [Appendix A](#). Pending Council’s approval, the updated policy will be effective for the 2024-2027 Multi-Year Funding cycle.

Recommendation 1: Develop a Tiered Funding Model

Community engagement respondents perceived that the LCGP funding went to the same anchor organizations year over year. Some also suggested that organizations need to be well established in order to be successful. When asked how to improve the process, a key theme that emerged was to provide specific funding opportunities to organizations that were smaller and less established.

To address this barrier and provide more equitable funding opportunities, the first recommendation is to develop a tiered funding model. The current funding framework includes two streams: the Multi-Year Grant Stream, and the Annual Innovation and Capital Stream (see Figure 1 below). The proposed funding framework would include a new stream for grassroots groups or newly formed not-for-profit organizations, reducing competition with larger more established organizations (see Figure 2 below).

It is recommended that \$100,000 be reallocated from the annual Innovation and Capital stream to a new Grassroots grant. This change would also involve the removal of other barriers by allowing for funding annually for the same project for up to four years and allowing for the City of London to be the sole source of funding for groups applying through to this grant. These changes will support new and less established groups to become stable, grow, and be well-positioned to apply for grants in the future.

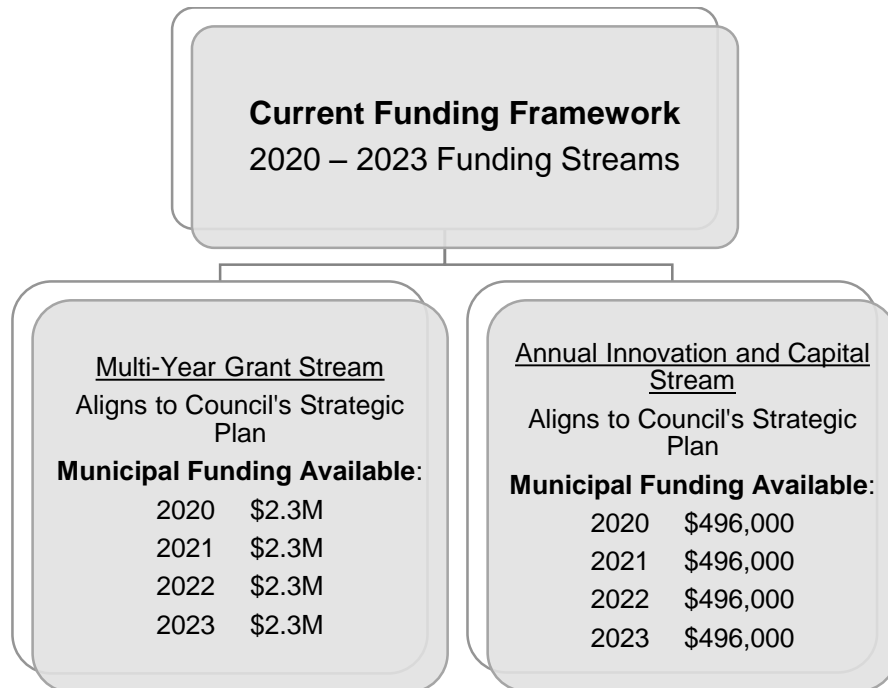


Figure 1: a diagram showing the current LCGP funding framework

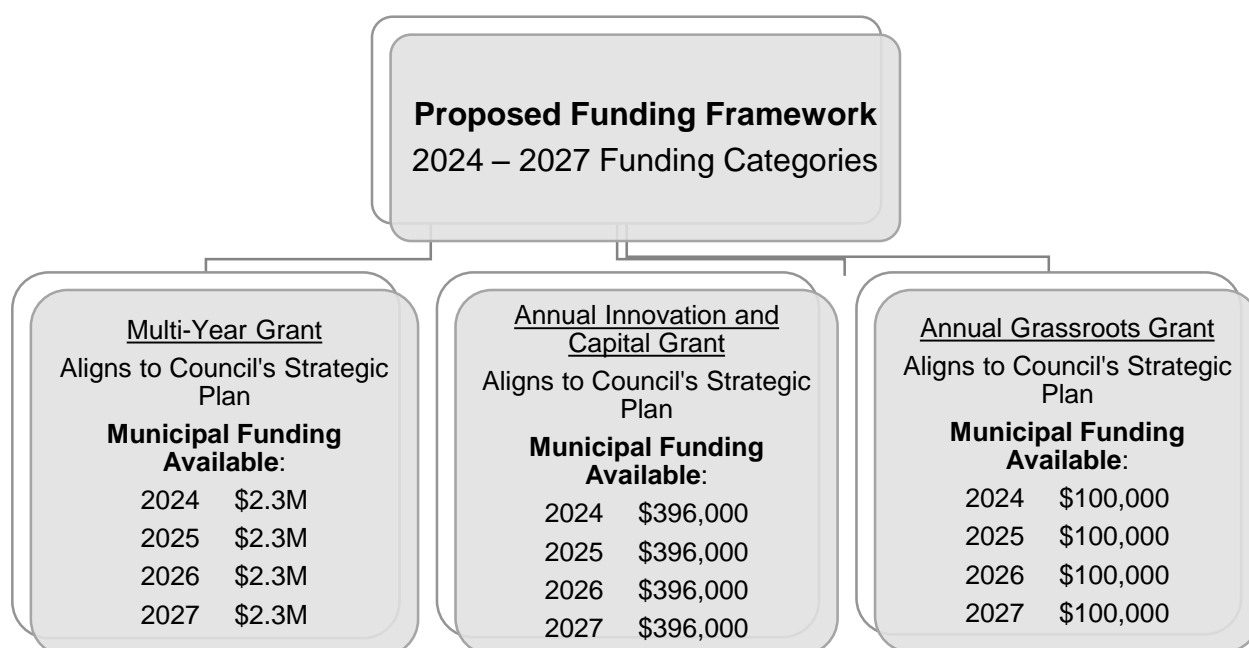


Figure 2: a diagram showing the proposed LCGP Funding Framework

Policy Changes to Support Recommendation 1

- Section 2.7 - Add definition: “Newly-formed not-for-profit organizations” refers to organizations that have been incorporated for no more than three years.
- Section 2.11 - Add definition: “Unincorporated grassroots group” refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose.
- Section 3.2.c) - Add grassroots grant section under applicability: For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.
- Section 4.2 c) - Add grassroots grant section under specific program requirements:
 - Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Annual Grassroots Fund. (i)
 - Grassroots groups that are unincorporated require partnership with a host organization. (ii)
 - An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding Grant re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved. (iii)
 - The City of London may be the sole source of funding for the Grassroots Grant. (iv)
 - For purposes of the City of London Community Grant Program, an unincorporated grassroots group is expected to have functioned in London for at least one year. (v)

Recommendation 2: Improve the Application Process and Remove Eligibility Barriers

Community engagement respondents found the application process was complicated and tedious. They noted capacity issues including a lack of time and resources to complete the application. Respondents also noted that the application format (written submission) did not allow for the sharing of culturally necessary information. In addition, eligibility barriers were identified. For example, organizations located on First Nations serving Londoners are not currently eligible for LCGP funding if they do not have an office located in London.

To address these challenges the second recommendation is to improve the application process and remove eligibility barriers.

Policy Changes to support Recommendation 2

- Section 4.1.c) - Add language that a project must be available to a broad section of the London community unless specifically serving an equity-denied group
- Section 4.1.f) - Update clause to clarify that 25% of total funding will be allocated to initiatives that support anti-racism, anti-oppression, diversity, equity and inclusion initiatives and may be inclusive of all equity-denied groups including but not limited to Black, Indigenous, and Muslim communities.
- Section 4.3.b.i) - Change clause to allow organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) to be eligible provided that funded projects are delivered within the City of London.

Program Changes to Support Recommendation 2

- Amend application to include a video option that would augment written submission.
- Simplify and revise application and evaluation criteria.
- Extend time period to complete application.
- Enhance capacity building for new and grassroots groups (e.g. grant writing workshops, training opportunities, organizational processes etc.).
- Increase promotion of available workshops, training and online resources.

Recommendation 3: Strengthen Outreach and Improve Awareness

Many community engagement respondents (60%) indicated they did not apply to the London Community Grants Program because they were unaware of it. Others confused the program with other local grant programs. To address these challenges, the third recommendation is to strengthen outreach and improve awareness through relationship and community development, and to reduce brand confusion by changing the program name.

Policy Changes to Support Recommendation 3

- Change title to City of London Community Grants Policy.

Program Changes to Support Recommendation 3

- Host community-led information sessions tailored to specific groups.
- Enhance outreach and relationship building intentionally.
- Improve information sharing with community partners.
- Leverage existing relationships and connections to reach groups currently not participating in the program.

Recommendation 4: Improve Communication

Community engagement respondents perceived that the same organizations received funding year over year. In addition, they found it challenging to find information about eligibility criteria, program goals, priorities, and results. Although this information is available on the City's website, respondents felt that it is not easy to access. To address these barriers the fourth recommendation is to improve communication about the program.

Program Changes to Support Recommendation 4

- Develop and execute a year-round communication plan.
- Develop FAQs related to eligibility, assessment, goals and results that is easily accessed on the City's website.
- Share stories from funded organizations in multiple formats.
- Develop a communications strategy to reach groups currently not participating in the program.

Recommendation 5 Revise Community Review Panel Composition, and Training

Community engagement respondents highlighted the importance of grant reviewers having a common understanding of the challenges and barriers faced by underrepresented groups.

To address Community Review Panel composition, this report recommends that composition targets align to the Government of Canada's 50-30 approach. The 50–30 Challenge is an initiative between the Government of Canada, Canadian businesses and diversity organizations. The goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplaces, while highlighting the benefits of giving all Canadians a seat at the table. The 50–30 Challenge has two goals:

- 1) Gender parity (50% women and/or non-binary people) on Canadian boards and/or senior management; and,
- 2) Significant representation (30%) on Canadian boards and/or senior management of members of other equity-deserving groups including those who identify as Racialized, Black, and/or or People of colour (“Visible Minorities”), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

Policy Changes to Support Recommendation 5

- Section 2.3 - Add definition of Government of Canada 50-30 Challenge.
- Section 4.5.b).ii) – Update clause to indicate that the community review panel composition will align with the Government of Canada 50-30 Challenge.

Program Changes to Support Recommendation 5

- Provide City of London Anti-Racism and Anti-Oppression Foundations I and II to all new Community Review Panel Members
- Provide refresher training annually to all Community Review Panel Members

Housekeeping Changes

In addition to the changes outlined above, housekeeping changes are also included in the revised City of London Community Grants Policy in [Appendix A](#). These include minor changes to improve plain language, readability, and cultural responsiveness, as well as updates to align to changes to legislation, and corporate terminology. Examples include the following.

- Section 2.1 - Add definition of equity-denied groups.
- Section 2.8 - Update definition of not-for-profit to align to the Ontario Not-for-Profit Corporations Act, 2010.
- Section 3.2 - Add title Annual Grants.
- Section 3.2.a) - Clarify collaboration is between two or more organizations.
- Section 3.2.b) - Move requirements for Capital projects from applicability section to requirements section.
- Section 4.1.d)- Remove physical barriers language as accessibility barriers extend beyond physical.
- Section 4.3.a).iv) - Add clause to clarify that projects must be delivered within the City of London.
- Section 4.3.a).v) Add clause to clarify that organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.
- Section 4.5.a).i). Amend role of community members to include expertise or knowledge in subject matter specific to priorities of the City's Strategic Plan.

Administrative procedures for the City of London Community Grants Program will be updated to reflect policy and program changes proposed in this report.

3.0 Next Steps

Contingent on Council approval, Civic Administration will implement changes to the LCGP Policy and associated administrative procedures. The updated policy and procedures will be in place for the Multi-Year funding application period for 2024-2027. The application process for this stream of funding is projected to launch in August 2023.

4.0 Financial Impact/Considerations

Annual funding to support the LCGP exists in the Neighbourhood, and Community-Wide Services operating budget, which was approved through the 2020-2023 Multi-Year Budget process. For 2023, \$2.3 million in funding will be allocated through the Multi-Year stream and \$496,000 will be allocated through the Innovation and Capital stream.

Conclusion

The City of London Community Grants Program is an investment in community to further the City of London's Strategic Plan. The recommendations in this report continue to work towards a more inclusive and more impactful City of London Community Grants Program. Civic Administration recognizes that removing program barriers for racialized and marginalized groups requires sustained commitment over time.

Civic Administration wishes to thank the individuals and groups who participated in conversations about the current London Community Grants Program. Their insights have been instrumental in the development of this report.

Prepared by:	Janice Walter, Manager, Community Grants Kristen Pawelec, Director, Community Development and Grants, Neighbourhood and Community-Wide Services
Recommended by:	Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Appendix A: Proposed Bylaw

Bill No.
2023

By-law No.

A by-law to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”.

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. By-law No. CPOL.-38-234, as amended, being “London Community Grants Policy”, as amended, is hereby amended by deleting Schedule “A” to the By-law in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law comes into force and effect on the day it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on July 25, 2023 subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading – July 25, 2023
Second Reading – July 25, 2023
Third Reading – July 25, 2023

Schedule A

City of London Community Grants Policy

Policy Name: City of London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236); Amended July 25, 2023 (By-law No. CPOL.-38(_____))

Last Review Date: July 25, 2023

Service Area Lead: Deputy City Manager, Neighbourhood and Community-Wide Services

1. Policy Statement

The objective of this Policy is to outline the criteria for the City of London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

2. Definitions

2.1 'Equity-denied groups' (also called equity-deserving groups) are groups of people who have been historically disadvantaged and underrepresented in positions of power and economic influence. These groups face exclusion due to societal and systemic barriers. These groups include, but are not limited to women and girls, racialized persons, those that identify as 2SLGBTQ2+, Indigenous, and people with disabilities.

2.2 "Funder" refers to an organization that provides money for a particular purpose. This includes but is not limited to foundations and other government sources (Federal and Provincial).

2.3 "Government of Canada 50/30 Challenge" is a federal approach to increasing diversity to ensure gender parity (50% women and/or non-binary people) and significant representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or or People of colour ("Visible Minorities"), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

2.4 "Grant application" refers to the application associated with each granting category.

2.5 "Grant agreement" refers to the legal agreement that is signed after an application has been deemed successful under the City of London "the City" Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.

2.6 "Host organization" refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The host organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the grant agreement.

2.7 "Newly-formed not-for-profit organizations" refers to organizations that have been incorporated for no more than three years.

2.8 "Not-for-profit" refers to an organization that:

- Is dedicated to purposes other than pursuing a profit.
- Is incorporated without share capital.

- May not distribute any profits to its members, directors, or officers (for more information, refer to section 89 of the Ontario Not-for-Profit Corporations Act, 2010).
 - Must use any profit exclusively for its not-for-profit purposes.
 - Includes both charitable and non-charitable organizations.
- 2.9 “Procedural error”** in reference to the appeals process, refers to a mistake that may have been made a result of not following the process for the allocation of grants as outlined in this Policy.
- 2.10 “Strategic Plan”** refers to the current City of London Strategic Plan.
- 2.11 “Unincorporated grassroots group”** refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose. The group has not registered for incorporation, and is not bound to the legislative rights and responsibilities as set out in the [Ontario Not-for-Profit Corporations Act, 2010](#).

3. Applicability: Funding Categories

Applications for City of London Community Grants will be considered under the following categories:

3.1 Multi-Year Grants

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London’s Strategic Plan.

3.2 Annual Grants

a) Innovation

Innovation grants are provided for initiatives that engage in one or more of the following:

- **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
- **Collaboration** – new collaborations between two or more organizations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
- **Transformation of service delivery** – creative new approaches to social innovation that engage multiple partners in creative collaboration to improve system delivery OR do things differently.

b) Capital

Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs.

c) Grassroots

For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.

4. The Policy

4.1 General Program Requirements: The Grant

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community unless specifically serving an equity-denied group.

- d) All projects must conform to all relevant legal standards and requirements and should be accessible to all persons.
- e) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.
- f) A minimum of 25% of the total funding for Multi-Year and all Annual Grants will be allocated to applications whose proposals support anti-racism, anti-oppression, diversity, equity and inclusion initiatives. Proposals may be inclusive of all equity-denied groups including but not limited to: Black, Indigenous and Muslim communities. If no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the City of London Community Grants Program Policy.

4.2 Specific Program Requirements

a) Innovation

- i) Considering the one-year term of funding for Innovation Grants, applications must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.

b) Capital

- i) Applications to the Capital category will be considered for the following purposes:
 - Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
 - Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with increasing the program/service space available to create more programming opportunities.
- ii) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
- iii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
- iv) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- v) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
- vi) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
- vii) Unincorporated organizations will not be eligible to apply for Capital funding.
- viii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that align with the capital project deliverables.

c) Grassroots

- i) Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Grassroots Grant.

- ii) Grassroots groups that are unincorporated require partnership with a host organization.
- iii) An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved.
- iv) The City of London may be the sole source of funding for the Grassroots Fund.
- v) For purposes of the City of London Community Grants Program, an unincorporated grassroots group is expected to have functioned in London for at least one year.

4.3 Eligibility

a) General Eligibility

- i) A City of London grant should not be considered as the sole source of funding for the organization with the exception of organizations applying through the Grassroots Fund. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
- ii) A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- iii) In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- iv) Project must be delivered within the City of London.
- v) Organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.

b) Applicant and/or Host Organization Eligibility

- i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification with the exception of organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) provided that funded projects are delivered within the City of London.
- ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the City of London Community Grants Program.
- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.
- iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
- v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.

- vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
 - i) An unincorporated grassroots group or organization may submit an application under the Annual Innovation Grant but must officially become incorporated before any funding can be allocated to the organization.
 - ii) An unincorporated grassroots group or organization must apply to the City of London Community Grants Program (Grassroots, Multi-Year or Innovation Categories) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held accountable for the terms and conditions outlined in the Grant Agreement.
 - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

4.4 Financial Eligibility

- a) The organization must demonstrate strong financial responsibility and capability in carrying out the funded project.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- h) The organization must indicate other City of London funding or contributions that are made to the organization (purchase of service, tax exemptions, etc.).

4.5 Community Review Panel

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
 - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of City of London Community Grants. The community review panel will be comprised of the following members:
 - Community members who are experts or knowledgeable in subject matter specific to priorities of the City of London's Strategic Plan (6-7)
 - Funder (1)
 - Outcomes measurement expert (1)
 - Financial expert (1)
 - City Staff (1-2).

- b) Selection
 - i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
 - ii) The community review panel composition will align with the Government of Canada 50/30 Challenge <https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>.
- c) Decision Making
 - i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Capital Category. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
 - ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan.

4.6 Grant Appeal Process

- a) All decisions related to grant applications for the City of London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
 - i) New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.

Appendix B: Current London Community Grants Policy



London
CANADA

London Community Grants Policy

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236)

Last Review Date: August 10, 2021

Service Area Lead: Deputy City Manager, Neighbourhood and Community-Wide Services

1. Policy Statement

The objective of this Policy is to outline the criteria for the London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

2. Definitions

- 2.1 **"Not-for-Profit"** refers to an organization incorporated without share capital under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.
- 2.2 **"Grant Application"** refers to the application associated with each granting category.
- 2.3 **"Grant Agreement"** refers to the legal agreement that is signed after an application has been deemed successful under the City of London ("the City") Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.
- 2.4 **"Strategic Plan"** refers to the current City of London Strategic Plan.
- 2.5 **"Host Organization"** refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The Host Organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the Grant Agreement.
- 2.6 **"Funder"** refers to an organization that provides money for a particular purpose. This includes foundations, other government sources (Federal and Provincial), etc.
- 2.7 **"Procedural Error"** in reference to the Appeals Process, refers to a mistake that may have been made as a result of not following the process for the allocation of grants as outlined in this Policy.

3. Applicability: Funding Categories

Applications for London Community Grants will be considered under the following categories:

3.1 Multi-Year Grants

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London's Strategic Plan or through Council-directed emerging priorities.

3.2 Innovation and Capital Grants

- a) Innovation grants are provided to new, emerging organizations and/or initiatives that engage in one or more of the following:
 - **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
 - **Collaboration** – new, emerging organizations, initiatives or collaborations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
 - **Transformation of service delivery** – creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery and/or coordination OR provide an opportunity for a sector to do things differently.
- b) Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs. Applications to the Capital category will be considered for the following purposes:
 - **Purchase of Land and Buildings:** Grants are made in this category only when the purchase is required for the immediate capital project.
 - **Construction Costs:** Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

4. The Policy

4.1 General Program Requirements: The Grant

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community.
- d) All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- e) A minimum of 25% of the total funding for the Multi-Year and Innovation and Capital Funding Streams will be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity, it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the London Community Grants Program Policy.

4.2 Specific Program Requirements

- a) Innovation
 - i) Considering the one-year term of funding for Innovation Grants, applications under this category will be strongly assessed for ongoing program sustainability. The Applicant must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.

- b) **Capital**
 - i) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
 - ii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
 - iii) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
 - iv) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
 - v) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
 - vi) Unincorporated organizations will not be eligible to apply for Capital funding.
 - vii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that align with the capital project deliverables.

4.3 Eligibility

- a) **General Eligibility**
 - i) A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
 - ii) A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
 - iii) In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
 - iv) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.
- b) **Organization Eligibility**
 - i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification.
 - ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the London Community Grants Program.

- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.
 - iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
 - v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.
 - vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
- i) An unincorporated organization may submit an application under the Innovation category of the Innovation and Capital stream, but must officially become incorporated before any funding can be allocated to the organization.
 - ii) An unincorporated organization may apply to the London Community Grants Program (Multi-Year or Innovation Category) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held to accountable for the terms and conditions outlined in the Grant Agreement.
 - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

4.4 Financial Eligibility

- a) The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- g) The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

4.5 Community Review Panel

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
 - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of London Community

Grants. The community review panel will be comprised of the following members:

- Community member (2-3)
- Expert in subject matter (specific to priorities of the Strategic Plan or Council-directed emerging priorities) (3-4)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (1-2).

b) Selection

- i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
- ii) Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.

c) Decision Making

- i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Innovation and Capital Stream. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
- ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan and/or Council-directed emerging priorities.

4.6 Grant Appeal Process

- a) All decisions related to grant applications for the London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
 - i) New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan or Council-directed emerging priorities under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

Subject: Master Accommodation Plan – Alternative Work Strategies Update

Date: July 19, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan:

- a) The report dated July 19, 2023, titled “Master Accommodation Plan – Alternative Work Strategies Update” **BE RECEIVED** for information;
- b) That Civic Administration **BE DIRECTED** to initiate a competitive procurement process to develop and implement the Master Accommodation Plan guiding overall space needs and the redevelopment of the existing City Hall Campus site which will accommodate civic administration and governance functions in modernized facilities to support effective service delivery, sustainability, and alternative work strategies; and,
- c) That Civic Administration **BE DIRECTED** to continue with the implementation of Alternative Work Strategies (AWS).

Executive Summary

The City of London provides a full range of administrative and customer service functions at City Hall and various leased locations, primarily within the downtown core. A Master Accommodation Plan (MAP) exercise has been underway to determine the best space allocation model to support effective administration and service delivery as well as municipal governance for the current and longer-term period.

During the pandemic, many administrative staff were required to work remotely to comply with public health guidelines, which provided an opportunity to experience the benefits and impacts of remote work. In 2021, Council directed that the integration of Alternative Work Strategies be adopted as part of the implementation of the Master Accommodation Plan guiding overall space needs.

This report provides updates on MAP-AWS through the implementation of pilot projects. The next step is the initiation of a competitive procurement process for a prospective partner to identify options for the redevelopment of the existing City Hall campus site to meet long-term space needs.

Linkage to the Corporate Strategic Plan

Well-Run City

The City of London is a leader in public service.

3.1 The City of London is recognized as an employer of choice

- Implement the Master Accommodation Plan and Alternative Work Strategies

3.3 The City of London has effective facilities and infrastructure management

- Build, maintain and operate facility assets to provide expected levels of service and optimize reliability and functionality

Climate Action and Sustainable Growth

London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

3.1 The infrastructure gap is managed for all assets

- Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service

3.2 Infrastructure is built, maintained, and secured to support future growth and protect the environment

- Adapt infrastructure and assets to fit evolving community needs, including accessibility
- Build, maintain and operate assets with consideration for energy efficiency, environmental sustainability, and climate resilience

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Presentation to Finance and Administration Committee – September 28, 2011 Options Analysis City Hall
- Presentation to Finance and Administration Committee – September 28, 2011 City of Opportunity A Vision for Downtown
- Corporate Services Committee – November 7, 2017 - Master Accommodation Plan
- Council – March 2, 2020 - Approved Multi-Year Budget - Business Case #13
- Strategic Priorities and Policy Committee – November 17, 2020 Master Accommodation Plan Update and Procurement Process
- Strategic Priorities and Policy Committee – October 19, 2021 Master Accommodation Plan and Update for Alternative Work Strategies

This report provides a summary of the Master Accommodation Plan work undertaken to date, an update on the implementation of Alternative Work Strategies pilot projects as well as the next steps for the initiation of a competitive procurement process to identify a prospective partner to redevelop the existing City Hall campus site.

2.0 Discussion and Considerations

2.1 Master Accommodation Plan

Since 2016, Civic Administration has been engaged in the development of a Master Accommodation Plan (MAP) that considers the administrative and governance space located at City Hall and other downtown locations. The purpose of the MAP is to determine the best space allocation model to support effective administration and service delivery as well as municipal governance for the current and longer-term period.

In late 2016, the City of London engaged Mayhew Inc. to develop a Master Accommodation Plan that would provide:

- An assessment of current space use;
- A forecast of city requirements for staffing and space resources in the short and long term and the related ability to provide and improve service delivery;

- Priorities for the creation, consolidation or expansion of city services and the impact on space needs; and
- Standardized office areas to be applied consistently on future space projects

The Corporate Services Committee received a report in November 2017 that provided a summary of the Master Accommodation Plan. The following key findings were noted at that time:

- New administration space is needed to allow for the co-location of divisions and service areas that are in a variety of downtown locations
- Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and customer service enhancements
- While not all service areas need to be in the same facilities, customer service and internal processes would be improved by better adjacencies
- Some spaces are over-utilized and some are under-utilized
- Creating and implementing space standards would increase density and maximize the use of space to create efficiencies
- The City of London would need approximately 280,000 gross square footage for all staff and support spaces (e.g. Meeting rooms, Council Chambers, other public spaces etc.) and should include a growth factor.

Three primary options had been identified for providing space accommodation for the City's administrative staff. Throughout the following years Civic Administration conducted detailed analysis, financial costing, and review of the various options. As a result of this work, Municipal Council directed that Civic Administration develop a business case to support the MAP for inclusion in the 10-year capital budget as part of the development of the 2020-2023 Multi-Year Budget.

As part of the 2020-2023 Multi-Year Budget approved by Council on March 2, 2020, additional investment business case #13 was approved. The business case outlined the lifecycle needs required at the existing City Hall site and significant savings as well as efficiencies that would be realized by proceeding with the consolidation of space needs across the Corporation. With the approval of the business case, the City was at the point in the Master Accommodation Plan (MAP) process where it was ready to proceed through a competitive process that would provide the best value for accommodating and consolidating core area services, administrative staff, and seat of government. However, in March 2020, just subsequent to the approval of the 2020-2023 Multi-Year Budget, COVID-19 caused an unprecedented interruption to the daily activities of individuals, businesses, and institutions around the world.

2.2 Alternative Work Strategies

In March 2020, the impact of the COVID-19 pandemic required many businesses, including the City of London, to rapidly adjust how they provided services to the community to meet public health requirements. During the pandemic, many administrative staff were required to work remotely, where possible, to comply with public health guidelines. The pandemic created the need to implement remote work quickly but also provided an opportunity to assess the benefits and impacts of remote work.

Council, at its meeting on October 27, 2020, resolved:

That the Civic Administration BE DIRECTED to initiate an update of the Master Accommodation Plan taking into account the potential for alternate work strategies and long-term impacts on work space requirements resulting from the COVID-19 Pandemic.

Alternative Work Strategies (AWS) are a combination of non-traditional work practices, settings and locations that supplement, or even replace, traditional administrative workplaces.

As a result of this direction, Mayhew Inc. was reengaged to update the 2016 Master Accommodation Plan considering the potential impact if alternative work strategies were integrated on a more permanent basis. This included reassessing overall space needs. The

City's Master Accommodation Plan was always intended to also look at opportunities for alternate work strategies, however, COVID-19 fast tracked the need to address this and its impact on long term space needs.

The process Mayhew undertook included education for leaders and staff about AWS and focus groups and a staff survey; identification and refinement of suitable AWS options; and the development of a framework to categorize the nature of work performed and related needs for space and resources.

Strategic Priorities and Policy Committee received the report on October 19, 2021. The following key findings were noted:

- The adoption of AWS could potentially reduce the required administrative space by approximately 20%, from 280,000 sq. ft. to 224,000 sq. ft. representing a reduction of 56,000 sq. ft.
- Growth projections to 2031 anticipate 246,00 sq. ft. could be required if AWS is implemented, where possible.
- The experience gained from March 2020 is beneficial in transitioning from temporary remote work to incorporating long-term permanent AWS strategies.

Council at its meeting on October 26, 2021, resolved:

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan Update for Alternative Work Strategies:

- a) The report dated October 19, 2021, titled "Master Accommodation Plan Update for Alternative Work Strategies" which reviews the potential for alternative work strategies including the update report from Mayhew Inc. BE RECEIVED for information;*
- b) The integration of Alternative Work Strategies BE ADOPTED as part of the implementation of the Master Accommodation Plan guiding overall space needs; and,*
- c) It BEING NOTED that the Civic Administration will proceed with a competitive procurement process that incorporates the update of the Master Accommodation Plan (MAP) for Alternative Work Strategies (AWS) and will report back to the Municipal Council on next steps.*

Council approved the adoption of AWS as part of the MAP implementation, including the development of a transition plan to move towards more permanent alternative work strategies and protocols over the long-term.

The implementation of MAP-AWS offers several benefits for the City of London, especially if a full retrofit of the existing City Hall is undertaken. Potential savings could be achieved by reducing our overall space by 20%, as well as significant cost savings over the long-term if leases are reduced or eliminated. Reduced operating costs can also be achieved with the installation of more energy efficient mechanical systems. Standardized office furnishings and equipment can be reused if needs change creating capital cost savings. AWS could achieve a reduction in corporate Greenhouse Gas (GHG) emissions of approximately 22 tonnes annually. The implementation of AWS could also reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026. Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the Corporate Equity Tool to ensure alignment with the Anti-Racism and Anti-Oppression Framework.

MAP-AWS creates an environment that is conducive to flexible working arrangements by creating areas suitable for a variety of interactions and work tasks to help create a welcome environment and foster a positive workplace culture. This helps to recruit and retain top talent in a competitive employment market and supports the strategic goal of being a leader in public service and employer of choice. By implementing AWS, the City of London will have greater flexibility and agility to respond quickly to any significant events that could impact services in the future. A more detailed explanation of benefits has been included in [Appendix A](#).

2.3 Temporary Remote and Hybrid Work

As pandemic restrictions eased, the City of London began a phased return of staff to city workspaces. This project started in April 2022 and was completed in November 2022. The staggered return of service divisions was very beneficial because it allowed for the resources of Facilities, Information Technology Services, and People Services to be focused to support a successful transition back to the use of City workspaces. Additionally, this allowed for the agility to respond to any changes in public health guidelines that may have been mandated.

In total, nearly 850 staff returned to City workspaces that were very similar to those used prior to the pandemic. Physical changes to work areas were limited until the long-term space needs have been assessed. Management teams were tasked with developing tactical strategies to meet their operational needs and deliver expected services.

In developing the plan, it was recognized there was an opportunity to leverage the advantages of remote working and the benefits of working in the office. The benefits of remote working include increased productivity, better work-life balance and expanded talent and diversity in recruitment efforts. Working in the office allows for enhanced team collaboration, greater social connections, and employee development opportunities. However, some external customers or groups have been critical of remote work and feel it has created greater challenges particularly in terms of responsiveness and communication. Concerns have been expressed in some industries that staff should be working full time together at City Hall.

To support the transition back to City workspaces, a temporary hybrid work policy was implemented, that allowed eligible employees the opportunity to work up to 50% of the time outside of city workspaces. The decision to implement a temporary hybrid work policy was made knowing that the long-term permanent implementation of AWS would be done through a transition plan which involved several initiatives including but not limited to:

- Pilot projects for select Service Areas;
- Engaging all stakeholders who deliver and receive the service; and,
- Testing and adjust processes to ensure feasibility during the development of supporting processes.

The long-term transition plan including pilot projects will help bridge the gap between current temporary remote work arrangements, through to the long-term permanent implementation of AWS through the Master Accommodation Plan.

2.4 Pilot Projects

The City of London is implementing AWS starting with pilot projects to learn as much as we can before we start to implement any changes on a permanent basis. The pilot projects will assist us in working through the process, looking at modifications required in supporting policies and to ensure that we consider all the elements of what alternative work will look like going forward when it is implemented on an enterprise-wide basis. It is important that the implementation is thoughtful and considers all the various impacts so that this work will set the organization up for the future to be successful. The objective of pilot projects is to determine how best to implement AWS and confirm the long-term space needs as a result.

Concurrently with temporary hybrid remote work, a project team including Communications, Facilities, Information Technology and People Services staff began planning for the implementation of two pilot projects to validate the findings of Mayhew's 2021 report at an operational level. This includes assessing the following key components:

- Various AWS strategies such as remote working, desk sharing, virtual meetings
- Technology requirements
- Overall space needs
- Impacts on service delivery
- Impact on staff culture, transfer of knowledge and staff teams, and

- Physical work environment requirements like focus rooms, bookable workstations, collaboration spaces and day use secured storage

The design of the pilot projects was heavily influenced by *GC Workplace*, the federal government program for workplace modernization. This was updated in response to the pandemic and “a growing desire for flexibility and agility by providing options for a hybrid work environment that meets operational requirements and supports productivity and employee wellness.”¹

Moving to AWS requires the integration of three major elements: the people (i.e. culture, human resource policies, training etc.), the technology (mobile devices, videoconferencing, data security) and the space (furnishings, private space, open collaborative space). The project team has been focused on all three pillars and continue to work to develop tools, resources, and evaluations to support the pilot project implementation.

A formal change management process, based on rigorous academic research into alternative work strategies and best practices for implementation, was also developed to support the successful transition and integration into AWS.

Understanding the space and resources a specific job function requires is key to designing workspaces that support AWS. Some job roles require an assigned space and access to corporate resources to complete tasks. Other job roles can effectively function with mobile technology and less frequently need to access corporate resources. The assigned space is referred to as a work point, that may be a private or shared office or workstation.

Between the two ends of the continuum, are job functions that can effectively share work points with access to bookable resources. The services delivered by various divisions and Service Areas can greatly influence the space and resource requirements.

Two service divisions were selected to participate in the pilot projects because they represent two different service delivery models, with different requirements.

In Pilot #1, space at 201 Queen’s Ave. was renovated to support the Information Technology Services division, which occupied the updated space in May 2023. ITS is primarily an internal customer focused service, with a mobile staff group supporting other service areas in multiple locations across London. The space at 201 Queen’s Ave. is a leased office space.

The Water, Wastewater and Stormwater team will be participating in Pilot #2 and will be housed on the 9th floor at City Hall. This team provides external customer service and within the team there is significant interaction and collaboration on projects and work performed in the office and in the field. Renovations to the 9th floor are underway and the team is expected to occupy the space in Fall 2023.

A formal evaluation of the pilot projects after occupancy will be completed to assess the key components of MAP-AWS and inform future projects. A staff survey completed at 1, 2 and 3 months after occupancy and focus groups will explore the “people” aspects of AWS, while booking software can show how and when the space and resources are being utilized – the “space” and “technology” pillars. Each service area participating in AWS is responsible for developing and evaluating productivity and service delivery metrics. In-depth focus groups will also be conducted to provide deeper and richer understanding of the impacts of the project.

At this point, MAP and AWS have been integrated, temporary hybrid remote work is in place and, and the Pilot Projects are initiated. The purpose of MAP-AWS has evolved to a plan to accommodate Civic Administration and governance functions in modernized facilities to support effective service delivery, sustainability, and alternative work strategies.

1. Public Services and Procurement Canada; *A modern workplace for the new public service - How the federal government manages property - Federal properties and buildings - About government - Canada.ca (tpsgc-pwgsc.gc.ca)*
Retrieved May 26, 2023

2.5 Limitations of Current City Hall

In addition to the benefits noted above, implementing MAP-AWS could address other deficiencies at 300 Dufferin St. that should be considered. Although the MAP business case approval was granted as part of the 2020-2023 Multi-year Budget, COVID challenges necessitated a shift in focus towards fulfilling public health requirements and required the delay of some lifecycle renewal projects. A number of planned future projects were intended to be completed through the implementation of the MAP since it would be the most cost-effective way to proceed with the alignment of planning, phasing, and associated timelines. With the delays due to COVID, some deficiencies have become more of a pressing concern than through the previous timelines. The following areas will need to be addressed:

Lifecycle Renewal and Asset Condition

The grand opening of the current City Hall took place on September 22, 1971, and the building, considered an architectural landmark, has served the community for nearly 52 years.

The need for repairs and asset renewals can vary depending on many factors, such as design details, construction materials, climate conditions and maintenance standards. However, a commercial or institutional building's lifespan is 50 years on average. Maintenance costs are generally consistent over the life of a building, but asset renewal expenditures for major building systems is most notable in the 35-to-50-year age range.

Life Cycle Renewal projects (LCR) for City Hall as well as the parking structure and Reg Cooper Square have been deferred for many years pending decisions on MAP-AWS and the future uses of City Hall. The value of deferred capital work for the parking structure and Reg Cooper Square is estimated to be approximately \$8 million. An additional \$2.5 million is required to address immediate concerns including repairs to structural components and the waterproofing membrane.

Deferred LCR work at City Hall is estimated to be approximately \$16 million. Critical infrastructure such as mechanical, electrical, and plumbing systems are original and beyond expected life cycle. This has resulted in challenges maintaining indoor comfort throughout the building. The recent failure of chilled water supply piping in the south cantilevered canopy and the failure of cast iron sanitation and storm water piping through out the facility has resulted in significant flooding and damage over the years. Repairs tend to be reactive in nature, and risk impacting our level of service and accessibility for the general public to City Hall. An additional \$1.1 million will be required to address urgent issues within the facility. These include the repair and replacement of the South canopy (Dufferin entrance) as well as a permanent solution for public gallery in Council Chambers to address safety and security concerns.

Consistent with the 1970's period, there is asbestos containing materials (ACM) in the construction materials used. This does not pose a risk unless disturbed but does require special mitigation measures when work is required. Best practice would be to completely remove and remediate the ACM when other building systems are updated. The removal would mitigate additional costs and allow more flexibility for future changes or adjustments for the long term.

Accessibility

While the building is physically accessible, with appropriate ramps and sliding doors, certain areas within City Hall are not fully accessible. Most notably, washroom facilities have small stalls that may be difficult for people with disabilities to use and a limited turning radius for those who use a wheelchair. These washroom facilities are in designated male and female washrooms. Current accessible washroom designs would have larger single user washrooms, complete with power door operators and emergency call system and provisions for an adult-size change table, especially for public use.

In leased facilities used by the city, the property owner is responsible for accessibility items. Leased facilities meet the minimum requirements defined by the Ontario Building Code (OBC), but do not necessarily meet the City of London's Facility Accessibility Design Standards (FADS). This could impact City of London customer service levels.

Equity and Inclusion

City Hall needs to be an inclusive, accessible, and safe space for everyone, including trans people and gender non-conforming individuals.

Our current washrooms may create challenges for some members of the community including those who are trans or non-binary and those with disabilities. Universal washrooms are a preferred alternative for many. A universal washroom is accessible, private and allows for people of any gender to use them, while also ensuring space for changing, lifts and caregiving. It also allows those with personal care needs enough space to bring a care partner and allows adults with children of a different sex to enter the washroom together. Universal washrooms are available, accessible, and private for anyone to use.

In addition to Universal washroom space, there is a lack of quiet space for individuals who wish/need to have private quiet spaces at City Hall. In the pilot projects, wellness rooms were included in the design consistent with GC Workplace and Well design principles. These rooms can be used for prayer, yoga, nursing parents or simply a place to destress. As a dedicated space, open to everyone, it is more inclusive for all members of the community.

Safety

In recent years, there have been an increased number of security related concerns raised, including theft, disrespectful and violent conduct, and unauthorized access to non-public areas. The layout of public areas in the main lobby does not provide unobstructed sightlines or alternative exits if staff face aggressive or potentially violent people. The Security Operations Centre at City Hall is at full capacity for people and resources and the responsibilities are increasing. Two independent audits were completed in 2019 and 2021 with both recommending significant expansion and relocation of the Security Operations Centre. The expansion of the Downtown Camera program and the new Rapid Transit System has made this need even more pressing.

By improving security, City Hall will be a safer space for all community members.

Functionality

By redeveloping City Hall to better accommodate service area adjacencies, customer service could be enhanced. Currently, some service areas are on different floors within City Hall, or even different office locations. City Hall is also at maximum staff capacity which requires additional leased space to support new staff additions. Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and internal efficiencies. By adopting consistent space standards, the use of the space can be maximized. Flexible furnishings and equipment create multi-functional environments that can be deployed in any location.

3.0 Next steps

3.1 Competitive Procurement Process

With the approval of the business case as part of the 2020-2023 Multi-Year Budget and the Municipal Council direction to integrate Alternative Work Strategies as part of the implementation of the MAP guiding overall space needs, the City is now at the point, once again, to proceed with a competitive procurement process.

The City Hall campus at 300 Dufferin Avenue provides a location and site that can accommodate the current and long-term civic office space needs and is a continued legacy for the seat of government. Subject to Council approval, Civic Administration will continue the

planning and development of a competitive procurement process to determine the best value option for accommodating customer service, governance, and administrative functions, consolidated on the existing City Hall campus site. The AWS pilot projects will be used to verify operational space needs for the implementation of the MAP.

In addition, the City Hall site should also be considered for partnership opportunities for mixed commercial and residential development including affordable housing units. With approval of the Victoria Park Secondary Plan, there is an opportunity to partner with a developer to build a mixed-use new build or buildings. There could be a blend of civic administrative space on lower floors with residential above and potential for affordable housing. Public /private partnership opportunities will also be explored as part of the competitive procurement process and may deliver a more cost-effective solution and provide additional benefits. To address the findings of MAP-AWS, a new building on the City Hall campus would need to be developed in addition to completing a comprehensive lifecycle renewal of the existing City Hall building.

As outlined in the City's Procurement of Goods and Services Policy (PGSP), there are several methods of procuring goods and services. In this case, the most appropriate method for solicitation of competitive proposals is a simultaneous Request for Qualifications (RFQUAL) and Request for Proposal (RFP).

The combined RFQUAL and RFP will see the proponents submit a two-part proposal. Only the proponents whose RFQUAL component evaluation score meets or exceeds the minimum threshold will have their RFP submission opened and evaluated. Since the RFP process provides the means and framework for evaluating differing proposals, it is the best suited process for the procurement of a potential partner to advance the MAP-AWS work.

The following primary criteria would be evaluated as part of the procurement process:

- Quality and plausibility of the respondent's vision and development strategy;
- Experience in the development of large-scale office and/or mixed-use projects;
- Experience of the respondent's team in the design and implementation of comparable projects;
- Demonstrated ability to deliver design excellence and leadership in heritage conservation and environmental sustainability;
- Design includes mixed commercial and residential development to accommodate the consolidation of civic office space and high-density residential housing units;
- Compatibility with the vision and policies of *The London Plan* and the *Victoria Park Secondary Plan* including maximizing height and density;
- Inclusion of affordable housing units;
- Project timelines; and,
- Financial proposal.

Each primary criteria will have related detailed criteria that will be assessed for alignment with the stated goals of the various associated City of London plans, programs, and policies.

Civic Administration will target the release of a RFQUAL/RFP in spring 2024. This will allow time for the completion of the AWS pilot projects and validation of assumptions for long-term space requirements. There are minimum posting timeframes for government procurement of this scale and compiling a competitive submission will require a significant amount of work on the part of the proponents. It is anticipated that a proposal this significant would take a number of months to complete. The rigorous evaluation of proposals submitted for a project of this scale and scope will also take some time. Staff will engage the services of a fairness commissioner to ensure that every activity relating to the solicitation, evaluation (and award if applicable) is transparent, objective, impartial and fair in accordance with the Procurement of Goods and Services Policy (PGSP).

If an RFQUAL / RFP is issued, the expected outcomes would include a thorough financial analysis, space analysis updated to reflect AWS and a plan to redevelop City Hall to meet accessibility and sustainability goals, among other things.

Should Council elect not to issue a request for qualifications / request for proposals, Civic

Administration would continue to optimize available space, lease additional space as needed and renew or renovate space (including the removal of asbestos by floor) to support core business functions and AWS as a phased project. A comprehensive plan for the lifecycle replacement of facility components and related systems and structures will need to be developed. This will be an ongoing and capital-intensive exercise which will cost significantly more than redeveloping the current campus.

4.0 Financial Impact/Considerations

During the 2020-2023 Multi-Year Budget process, the MAP business case was approved. GG1542 has a total approved budget for the MAP of \$125.5 million for this project. Civic Administration will be reviewing cost estimates and will adjust forecasted costs as necessary through the Multi-Year Budget. The full financial impacts will be confirmed through the RFQUAL/RFP process, should it proceed.

While there are capital costs to implement MAP-AWS, significant operating cost savings from reduced lease space in the long-term and more efficient operations of refurbished or newly constructed facilities could be realized. Non-financial savings would also be created from reductions of greenhouse gas emissions.

Conclusion

As one of the fastest growing urban areas in the province, the City of London will continue to see increasing demands for services. In 2016, the need for new administration space to allow for the co-location of service areas, better adjacencies and improved collaboration and customer service was recognized. Currently, services are provided in a variety of downtown locations.

In 2021, Council directed that the integration of Alternative Work Strategies be adopted as part of the implementation of the Master Accommodation Plan guiding overall space needs. The implementation of AWS as part of the MAP is expected to result in reducing the administrative space required by 20%; reducing corporate GHG emissions by an estimated 22 tonnes annually and commute related emissions by 543 tonnes annually.

By implementing MAP-AWS and completing a full retrofit of the existing city hall, economic, environmental, and organizational benefits can be realized. The redevelopment of the City Hall campus would address space, accessibility, safety, functionality and equity and inclusion concerns. Many facility components and systems are nearing or beyond end of life and need to be replaced. Greater efficiencies in time and cost can be achieved in an integrated project with MAP-AWS activities.

The next step would be to engage in a competitive procurement to define the potential development process providing the best value for accommodating customer service, administrative staff and governance functions and achieves strategic goals.

The MAP-AWS plan is now at the point that re-confirming Council direction is required in order to advance the process.

Prepared by: Val Morgado, Senior Manager, Facilities
Submitted by: Lynda Stewart, Director, Fleet and Facilities
Concurred by: Lynne Livingstone, City Manager
Recommended by: Anna Lisa Barbon, CPA, CGA, Deputy City Manager
Finance Supports

Attachment: Appendix A – Benefits of MAP-AWS

Appendix “A” - Benefits of MAP-AWS

The implementation of MAP-AWS offers several benefits for the City of London, especially if a full retrofit of the existing City Hall is undertaken.

Economic

The potential for reducing space by 20% in the short-term offers cost savings if leases are reduced or eliminated. There are upfront costs to support MAP-AWS, such as technology investments and renovations, but reducing leasing costs offers a permanent long-term operational savings.

Reduced operating costs can also be achieved with the installation of more energy efficient mechanical systems. Updated systems that are designed to controls smaller zones would reduce the need to heat or cool large areas of the building if only smaller areas are in use, such as Council chambers.

Standardized office furnishings and equipment can be reused if needs change creating capital cost savings.

Environmental

The potentially smaller office footprint with the implementation of AWS could achieve a reduction in corporate Greenhouse Gas (GHG) emissions of approximately 22 tonnes annually. Compared to the space requirements in the original MAP (2016) without AWS this is a 40% reduction. AWS arrangements would substantially reduce commute-related emissions. The implementation of AWS could reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026.

Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the climate change lens to ensure alignment with the Climate Emergency Action Plan. This demonstrates leadership by example in fighting climate change.

Equity and Inclusion

City Hall needs to be an inclusive, accessible, and safe space for everyone, including trans people and gender non-conforming individuals.

Any renovation or new construction required to meet MAP-AWS objectives will be analyzed through the Corporate Equity Tool to ensure alignment with the Anti-Racism and Anti-Oppression Framework. This framework is designed to support the Corporation by embedding the principles of equity and inclusion from design to implementation of corporate policies, procedures, programs, projects, plans, services, and budget decisions.

Organizational

During the pandemic, the nature of work in many sectors was transformed, with widespread use of technology changing the way people performed their roles and where they could work. Equally important, employees enjoyed more flexibility and better work-life balance while working remotely and research shows that people are seeking that flexibility post-pandemic.

MAP-AWS creates an environment that is conducive to flexible working arrangements by creating areas suitable for a variety of interactions and work tasks. For example, collaboration zones, focus rooms, phone booths and team rooms offer a variety of places for individual or group work. Open space, natural light, and areas to eat and socialize help create a welcome environment and foster a positive workplace culture. This helps to recruit and

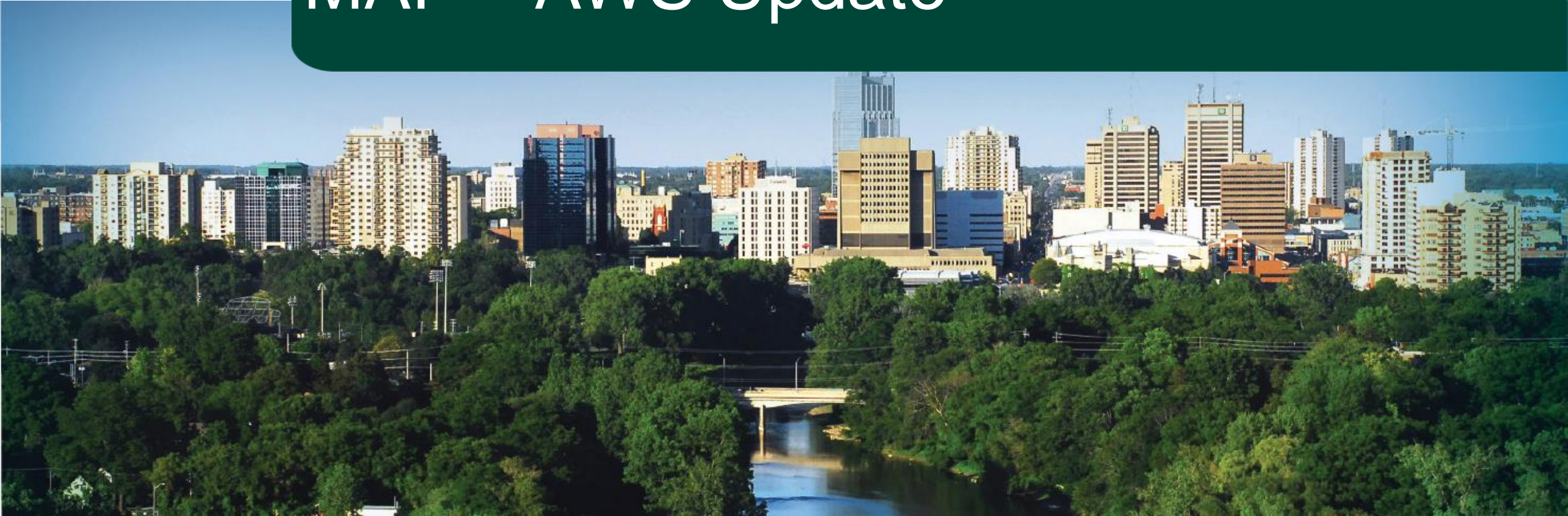
retain top talent in a competitive employment market and supports the strategic goal of being a leader in public service and employer of choice.

Resiliency

By implementing AWS, the City of London will have greater flexibility and agility to respond quickly to any significant events that could impact services in the future. As demonstrated during the pandemic, staff can work remotely while maintaining service levels. Should any unforeseen business interruption occur, the supporting infrastructure to respond is already available through MAP-AWS and would support Business Continuity plans.

If the disruption is public health related, AWS can help limit in-person interactions and ease pressures on common areas such as elevators and washrooms with remote working.

MAP – AWS Update



Strategic Priorities and Policy Committee

July 19, 2023

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan Update for Alternative Work Strategies:

- a) The report dated October 19, 2021, titled “Master Accommodation Plan Update for Alternative Work Strategies” which reviews the potential for alternative work strategies including the update report from Mayhew Inc. BE RECEIVED for information;
- b) The integration of Alternative Work Strategies BE ADOPTED as part of the implementation of the Master Accommodation Plan guiding overall space needs; and,
- c) It BEING NOTED that the Civic Administration will proceed with a competitive procurement process that incorporates the update of the Master Accommodation Plan (MAP) for Alternative Work Strategies (AWS) and will report back to the Municipal Council on next steps.

Master Accommodation Plan (MAP)

- Plan for administrative and governance space (ie Council Chambers) currently located at City Hall and other downtown locations
- First considered in 2016 due to space and service delivery constraints and desire to improve service efficiency and effectiveness
- MAP sets out a guide for the creation, consolidation and expansion of City services and impact on space needs with consistent space standards
- Business Case Approval through 2020-2023 Multi-Year Budget
- Competitive procurement delayed by COVID

Alternative Work Strategies (AWS)

- Combination of non-traditional work practices, settings and locations to supplement typical administrative workspaces
 - Examples: virtual meetings, desk sharing, remote working, collaborative workspaces
- AWS impact on space needs identified potential for 20% reduction in space overall, reductions in utility use and greenhouse gas reductions
- Covid required many administrative staff to work remotely to comply with public health guidelines
 - Created an opportunity to assess the benefits and impacts
- In October 2021, Council approved adoption of AWS as part of MAP implementation.
- Implementation started with pilot projects to learn and test assumptions on how best to implement and confirm long-term space needs.

Current City Hall has several limitations and challenges:

- Lifecycle Renewal and Asset Condition
 - A commercial or institutional building's lifespan is 50 years on average; City Hall is 52 years-old and requires significant repairs and asset renewals.
- Accessibility
 - Certain areas within City Hall are not fully accessible.
 - Opportunity to enhance washroom facilities for increased accessibility.
- Equity and Inclusion
 - Current washrooms may create challenges for some members of the community including those who are trans or non-binary and those with disabilities.
 - In addition, there is a lack of quiet space for individuals who wish or need to have private quiet spaces at City Hall.
 - Opportunity to increase equity and inclusion by adding universal washroom facilities and wellness rooms throughout City Hall.

- **Safety**
 - In recent years, there have been an increased number of security related concerns raised, including theft, disrespectful and violent conduct, and unauthorized access to non-public areas.
 - Opportunity to update the layout of main lobby and expansion and relocation of Security Operations Centre for enhanced safety and security.
- **Functionality**
 - Desired adjacencies cannot be achieved within the existing spaces, limiting collaboration and internal efficiencies.
 - Opportunity to enhance customer service and collaboration across the Corporation.
- **Sustainability**
 - Reduced operating costs and reduced Greenhouse Gas (GHG) emissions can be achieved with the installation of more energy efficient mechanical systems.
 - Implementation of AWS could also reduce annual community GHG emissions by an estimated 543 tonnes related to commuting by 2026.

- Implementation of MAP-AWS, refurbishment of existing City Hall building and consideration of potential partnership provides many benefits:
 - Financial – Reduction in leasing costs offers a permanent savings.
 - Environmental – significant reduction of GHG emissions
 - Organizational – more flexibility, better work-life balance, staff attraction and retention
- Should Council elect not to pursue a competitive procurement, Civic Administration would continue to optimize available space, lease additional space as needed and renew or renovate space to support core business functions and AWS as a phased project, including a comprehensive plan for lifecycle renewal
 - This will be an ongoing and capital-intensive exercise which will cost significantly more than redeveloping the current campus.

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports with the concurrence of the City Manager, the following actions be taken with respect to the Master Accommodation Plan:

- a) The report dated July 19, 2023, titled “Master Accommodation Plan – Alternative Work Strategies Update” **BE RECEIVED** for information;
- b) That Civic Administration **BE DIRECTED** to initiate a competitive procurement process to develop and implement the Master Accommodation Plan guiding overall space needs and the redevelopment of the existing City Hall Campus site which will accommodate civic administration and governance functions in modernized facilities to support effective service delivery, sustainability, and alternative work strategies; and,
- c) That Civic Administration **BE DIRECTED** to continue with the implementation of Alternative Work Strategies (AWS).



Next Steps / Decision

- The City is now at the point to proceed with a competitive procurement process to determine best value option for redevelopment of City Hall campus.
- Subject to Council approval, a Request for Qualifications and Request for Proposals from interested parties will be initiated and evaluated based on the criteria set out.
- The expected outcome would include confirmation of financial costs, space analysis updated to reflect AWS and a plan to redevelop City Hall to meet accessibility and sustainability goals among other objectives.
- Seeking reaffirmation of Council support for MAP-AWS implementation to advance the process.

From: Jared <jzaifman@lhba.on.ca>
Sent: Wednesday, July 12, 2023 3:42 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] RE: Delegation Request - Master Accommodation Plan

Good afternoon,

I am getting in touch today to request the opportunity to make a delegation to council on item 4.1 on the SPPC agenda.

Thank you very much,

Jared

Jared Zaifman, CEO
London Home Builders' Association
Office: 519-686-0343

From: londondev@rogers.com <londondev@rogers.com>
Sent: Thursday, July 13, 2023 2:05 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Delegation Request for 4.1 Master Accommodation Plan

Hello

I would like to register as delegation to item 4.1 Master Accommodation Plan for next week's SPPC meeting.

I will be there in person.

Mike

Mike Wallace
Executive Director
London Development Institute (LDI)
519-854-1455
londondev@rogers.com



From: butler.chris
Sent: Friday, July 14, 2023 3:50 PM
To: SPPC <sppc@london.ca>
Cc: Woolsey, Heather <hwoolsey@London.ca>
Subject: [EXTERNAL] Added Agenda - SPPC Meeting - July 19 - Item # 4.1 - Master Accommodation Plan (MAP)

Please consider this E – Mail as an “ Added Agenda Submission “ to be distributed to the full SPPC Council team & Mayor prior to the Wednesday, July 19 SPPC meeting associated with Item # 4.1 on the agenda- Master Accommodation Plan . I approve this being part of the public record.

Mayor Morgan (Chair) / Full Council . Please accept the following as taxpayer input prior to approving the recommendation to move forward with partnership selection & procurement associated @ MAP.

1. To my knowledge , there has been little to no public input through full public meetings or through our now normal “ Get Involved London “ project site to reach out to taxpayers & “ full face “ customers of City of London services on how and where they (us customers) would preferred these services be delivered for MAP . This should be a requirement “ check box “ before partnering for MAP partnership & procurement.

Keep It Simple EXAMPLE : I am one of 5500 London rental licenses that must be paid annually and I still must show up in the City of London lobby annually to pay cash , debit or by VISA or snail mail the notice back WITH MY CREDIT CARD ## on the paper work . I can book a round of golf with better service and security assurance on-line than I can in dealing @ the licensing office . (still not on the Citizen Portal as at July 14th / and we bought the software 1 – 2 years ago) . This is not a whine but a reality !

2. I find it stunning the City of London would be asking to move forward with the procurement phase of MAP without factoring in the impact of the digitization , automation and stripping down of tasks and functions in their work flows based on compassions to best in standard business models before determining the future impact of that on the staffing / location and square footage of office space requirements going forward . The City of London would have a far greater return on investment spending \$10 million immediately on this process to improve service , reduce future staffing growth requirements and build of space requirements. Example – the City of Ottawa has approved this going forward starting in 2023 – best business practices audits of internal & external face time tasks.

3. I am a strong advocate that any future space requirements we built out or lease should be done with a strong 1st priority bias to be super flexible in the ability of that space to deliver multiple functional requirements . This is exactly why we have a 27 % vacancy rate in our Downtown office space now as we all just got a strong lesson on the future of work and lack of property build out functionality (homes / office / commercial etc) . Risks of ownership and capital losses are huge.

THXS For the consideration >. Chris Butler – Waterloo St

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **Eldon House**

Contact Information

Name: **Lola Awojide**

City: **London**

Province: **ON**

Postal Code: **N6K0L2**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have not served on the London Board before, but as I may not have direct experience in this field, I am confident that my diverse skill set, passion for public service, and dedication to making a positive impact can be valuable assets to Eldon House Board of Directors.

Throughout my career and personal endeavors, I have developed a range of transferable skills that I believe can be applicable to the responsibilities of a board director. My professional background as an administrative executive and customer service professional has equipped me with strong analytical abilities, strategic thinking, and effective communication, plus the capacity to make well-informed decisions. While these skills may have been honed in a different context, I firmly believe they can be effectively leveraged to contribute to the important work of City of London Board or Commission. Additionally, I have actively engaged with various community initiatives within the City of London. Through my involvement as a volunteer on my Condominium Board as a Director, as well as the Social administrator in my religious community group. I have gained a deep appreciation for the needs and concerns of our community members. This experience has fostered my commitment to championing inclusivity, sustainability, and the overall well-being of our city.

Moreover, I am highly adaptable and have a track record of quickly acquiring new knowledge and skills. I am eager to undergo any necessary training or professional development opportunities to enhance my understanding of the board's operations and responsibilities. My commitment to continuous growth ensures that I will strive to evolve as a team and meet the expectations of the City of London and its residents.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

My contribution will come from my passion as an advocate for participation and inclusivity, I aim to contribute my skills, experiences, and perspectives to the Board by drawing upon my expertise in project and people management from my experience in the banking and retail industry.

I am excited to contribute my knowledge and insights to address challenges and identify opportunities within the Board. I hope to bring a unique perspective and contribute innovative ideas to the board's discussions and decision-making processes.

I am plan to learn from the accomplished members of the Board and gain insight to expand my knowledge and understanding of any issues and its impact on Eldon House Board. I hope to deepen my understanding of the mission and contribute to developing effective strategies and solutions.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am dedicated to providing robust support to the work of the Board or Commission through my commitment to the Active Engagement, Stakeholder Collaboration, Strategic Thinking, Advocacy and Communication, Continuous Learning and Professional Development with Ethical Conduct and Accountability.

Supporting the work of a Board or Commission involves actively contributing to its goals, initiatives, and decision-making processes.

I aim to provide unwavering support to the work of the Board or Commission, contributing to its effectiveness, and helping to achieve its mission of serving the community and promoting its welfare.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

As a current Condo Board Director I actively participated in board meetings, where I contributed to the development of governance policies, rules, and regulations. I have experience in drafting and reviewing governing documents, ensuring compliance, and managing disputes. These skills can be readily applied to Eldon House Board of Director in formulating policies and guidelines that serve the best interests of the community or organization.

Additionally, my voluntary role as a Social and Event secretary for my community organization allowed me to develop skills in community engagement, event planning, and fostering inclusive environments. These experiences have prepared me for community outreach and engagement as well as collaboration and relationship Building

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

My lived experiences as have shaped my perspective and fueled my passion for fostering inclusivity and reconciliation. These experiences have instilled in me a deep appreciation for the importance of creating equitable opportunities and spaces that celebrate diversity. I firmly believe that diversity enriches our society and that it is essential to have representation from individuals with lived experiences in decision-making bodies. As a team, I will actively contribute to the efforts of reconciliation, equity, and inclusion by advocating for policies and initiatives that prioritize the needs and rights of all

Londoners.

In conclusion, I am genuinely excited about the prospect of joining Eldon House Board of Director and contributing to its mission of reconciliation, equity, and inclusion. My diverse work experience, community involvement, and lived experiences have equipped me with valuable insights and perspectives that align with the goals of the board or committee. I am committed to fostering inclusive practices, valuing diverse contributions, and working towards creating a more equitable society for all Londoners.

Attach resume or other document here, if needed: **Awojide Lola.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **6/11/2023 3:27:14 PM**

Lola Awojide

| London, ON

Summary of Qualifications

- 7+ years of experience providing executive supports in administrative services
- Highly skilled in Microsoft Office Suite, Adobe, and Skype with an interest in new technologies
- Proficiency in using office software such as word processing, spreadsheets, presentation tools, and email/calendar management systems
- Skilled in Communication and Correspondence
- Proactive in Time and Information Management
- Excellent written and verbal communication skills
- Knowledgeable customer service skills, using critical thinking to problem-solve issue
- Outstanding Project Coordinator ability with keen attention to details

Technical Skills

Operating Systems: Windows, Android, iOS, Mac OS, Linux

Applications & Tools: Microsoft Office 365, Zoom, Skype, ServiceNow, Google Workspace, Sharepoint

Project Management Fundamentals: Agile, Waterfall, Scrum, Filing, Proofreading

Education & Certifications

ITIL V4 Certificate **May 2023**

PeopleCert ON BEHALF OF Axelos

Career Essentials in Administrative Assisance **April 2023**

Microsoft and LinkedIn

Google IT Support Professional Certificate **Mar 2023**

Npower Canada | Toronto, Ontario

Diploma in Design and Applied Arts **Apr 2014**

George Brown College | Toronto, Ontario

Bachelors in Languages and Linguistics **Jul 2006**

University of Lagos | Lagos, Nigeria

Work Experience

Technical Support

May 2023 – Till Date

Transcom | London, Ontario

- Accurately responds to customer inquiries to provide timely and professional technical support via phone, email, or chat
- Successfully diagnosing and troubleshooting software device-related issues, to achieve a high resolution rate for software, hardware, and connectivity problems
- Effectively guiding customers through step-by-step solutions, resulting in successful resolution of technical issues and achieving high customer satisfaction
- Proactively escalating complex or unresolved issues to Tier II support or other relevant teams, ensuring proper documentation of the problem and facilitating a swift resolution
- Staying consistently updated with the latest software updates, features, and troubleshooting techniques, in order to provide accurate and effective support to customers
- Maintaining meticulous recording and tracking of customer interactions and solutions in the support ticketing system, ensuring comprehensive and organized documentation
- Upholding a high level of professionalism, empathy, and a customer-centric approach in all customer interactions, fostering positive experiences and customer loyalty

Executive Administrator

Sep 2018 – Oct 2022

LinkedBridge Innovations | Brampton, Ontario

- Managed the executive team's calendars, scheduling appointments, meetings, and travel arrangements to optimize time and ensure effective prioritization
- Coordinated and prepared materials for executive-level meetings, including agendas, presentations, and reports
- Developed streamlined processes for collecting and organizing meeting materials, resulting in a 20% reduction in preparation time and increased efficiency
- Acted as a liaison between the executive team and internal/external stakeholders, maintaining professional and positive relationships
- Demonstrated exemplary discretion in handling sensitive information, ensuring data security, compliance and maintaining strict confidentiality at all times
- Provided comprehensive research and analysis for critical projects, enabling informed decision-making and contributed to successful strategic initiatives
- Identified and implemented process improvements, resulting in a 15% increase in overall efficiency and a more streamlined administrative workflow

Customer Support**Apr 2015 - Sep 2017**

Hudson's Bay | Toronto, Ontario

- Responded to customer inquiries, queries and requests on a daily basis via phone, email, live chat and walk-ins in a professional and timely manner, resulting in consistent positive feedback
- Analyzed feasibility of customers' requests and complaints and effectively communicated possible solutions, ensuring all established procedures and company policies are followed
- Trained 10 new staff members on duties of a customer service associate such as clear communication techniques and customer acknowledgement skills, resulting in greater efficiency in service
- Delivered a positive fitting experience to customers by accurately recording all pertinent information, resulting in a store rating of 4.5 on Google, Yelp and WeddingWire
- Achieved a customer satisfaction rating of 95% by consistently providing prompt and helpful responses to customer inquiries
- Received positive feedback from customers for providing comprehensive assistance, resulting in increased customer loyalty and satisfaction
- Acted as a liaison between customers and internal teams, providing valuable insights and feedback to drive product improvements and enhance the customer experience

Executive Administrator**Oct 2006 - Sep 2009**

Zenith Bank Plc. | Lagos, Nigeria

- Fostered effective communication and collaboration between executives and key stakeholders, resulting in improved coordination and timely resolution of issues
- Successfully organized and maintained complex calendars for multiple executives, reducing scheduling conflicts by 30% and increasing overall productivity
- Manage confidential and sensitive information with discretion, maintaining a high level of professionalism and confidentiality
- Conducted research, compiled data, and prepared reports as requested by the executive team to support decision-making and strategic planning
- Streamlined administrative processes, implemented efficient systems, and suggested improvements to enhance productivity and workflow
- Assisted with special projects and initiatives as assigned, collaborated with cross-functional teams to achieve organizational goals
- Successfully contributed to the planning and execution of major projects, ensuring effective coordination, timely completion, and achievement of project objectives

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **Eldon House**

Contact Information

Name: **Chintan Joshi**

City: **London**

Province: **ON**

Postal Code: **N6G1H4**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

While I do not have direct experience serving on a London Board or Commission, I am confident in my ability to effectively contribute and fulfill the responsibilities associated with such a role. Allow me to elaborate on the qualities and experiences that make me a strong candidate.

Throughout my career and personal endeavors, I have developed exceptional communication skills, both written and verbal. I am adept at expressing ideas clearly, actively listening to others, and fostering productive discussions. These skills will enable me to effectively collaborate with fellow board members, engage with stakeholders, and represent the interests of the community.

Moreover, I have a deep commitment to community service and a genuine passion for making a positive impact. I am dedicated to leveraging my skills, knowledge, and experiences to contribute meaningfully to the betterment of the London community through a Board or Commission.

Although I may not have specific experience on a London Board or Commission, I bring a strong skill set, a commitment to community service, and a dedication to continuous learning. I am confident that these qualities will enable me to make valuable contributions and serve the best interests of the organization, the community, and its stakeholders.

Thank you for considering my candidacy, and I welcome the opportunity to further discuss how I can contribute to the success of a London Board or Commission.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a member of a Board or Commission, I hope to contribute my skills, knowledge, and expertise towards the advancement of the organization's goals and objectives. I aim to bring a fresh perspective, critical thinking abilities, and a collaborative approach to decision-making processes.

One of my key goals is to actively participate in discussions and provide valuable insights that can help shape policies, strategies, and initiatives. I am eager to offer my diverse background and experiences, which can contribute to a well-rounded and inclusive decision-making process

Furthermore, I am committed to actively listening to the perspectives of other board members, stakeholders, and the community at large. I believe in fostering open dialogue and creating an environment where diverse opinions are valued and respected.

In terms of learning, I am excited to gain a deeper understanding of the organization's mission, values, and operations. I am eager to expand my knowledge in areas relevant to the Board or Commission's focus, such as governance, policy development, or specific industry expertise. I look forward to collaborating with fellow board members and learning from their unique perspectives and experiences.

Overall, my aim is to make a positive impact and contribute to the success of the Board or Commission by actively engaging in its work, leveraging my skills, and continuously learning and growing in my role.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am wholeheartedly committed to supporting the work of a Board or Commission by actively engaging in its mission, goals, and initiatives. Here are several ways in which I will contribute to the success of the Board or Commission:

Active Participation: I will actively participate in board meetings, committee meetings, and other relevant activities. I will come prepared, having thoroughly reviewed meeting materials, conducted necessary research, and developed informed perspectives. I will contribute thoughtfully to discussions, asking pertinent questions, offering insights, and sharing my expertise where applicable.

Collaborative Approach: I believe in the power of collaboration and teamwork. I will work closely with fellow board members, recognizing that collective efforts yield the best outcomes. I will actively listen to diverse viewpoints, respect differing opinions, and strive for consensus-building. By fostering an inclusive and respectful environment, I will help create a positive and productive board culture.

Strategic Thinking: I will bring a strategic mindset to the board's work. I will analyze complex issues, identify trends and opportunities, and offer forward-thinking solutions. I will consider the long-term implications of decisions, aligning them with the organization's vision and strategic goals. I will contribute to the development of effective strategies and policies that drive positive change.

Commitment to Transparency and Accountability: I value transparency and accountability in governance. I will act with integrity, ensuring transparency in decision-making processes and adhering to ethical standards. I will promote accountability by monitoring progress, evaluating outcomes, and making data-driven decisions. I will also advocate for open communication with stakeholders, providing regular updates and seeking input when appropriate.

Community Engagement: I recognize the importance of engaging with the community served by the Board or Commission. I will actively seek input from stakeholders, including community members, organizations, and experts. I will ensure their voices are heard, their concerns are addressed, and their perspectives are considered in decision-making processes. By fostering strong community relationships, I will contribute to the

Board or Commission's effectiveness and relevance.

Continuous Learning and Development: I am committed to ongoing learning and growth. I will stay informed about relevant industry trends, best practices in governance, and emerging issues. I will attend training sessions, workshops, and conferences to enhance my knowledge and skills. By continuously improving myself, I will bring valuable insights and expertise to the board's work.

In summary, my unwavering support for the work of a Board or Commission includes active participation, collaborative teamwork, strategic thinking, transparency and accountability.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

In addition to my strong qualifications and skills, I bring valuable experience, training, and community involvement that will greatly support my role as a Board or Commission Member.

Firstly, my experience as a sales associate in an electric vehicle showroom has provided me with a deep understanding of the emerging trends and challenges within the renewable energy sector. I have interacted directly with customers, assisting them in making informed decisions about electric vehicles and highlighting the benefits of sustainable transportation. This experience has given me a strong grasp of customer engagement, effective communication, and the importance of promoting environmentally conscious practices.

Furthermore, my time as a trade apprentice in a shipping service has exposed me to the intricacies of logistics and operations. I have gained hands-on experience in managing complex shipping processes, coordinating with various stakeholders, and ensuring efficient delivery of goods. This experience has honed my organizational skills, problem-solving abilities, and the ability to navigate logistical challenges effectively.

Additionally, my internship as a car technician has provided me with a solid foundation in mechanical systems and vehicle maintenance. I have worked alongside experienced technicians, learning about diagnostics, repairs, and safety protocols. This experience has enhanced my technical knowledge, attention to detail, and critical thinking abilities. It has also fostered a strong commitment to safety and compliance in all aspects of my work.

Outside of my professional experiences, I actively engage in community involvement initiatives. I have volunteered within my society focused on environmental conservation, where I participated in tree planting drives, community clean-up events, and educational workshops. This community involvement has instilled in me a deep sense of responsibility towards creating a better and more sustainable future.

In summary, my experience as a sales associate in the electric vehicle industry, my trade apprenticeship in a shipping service, and my internship as a car technician, coupled with my community involvement and relevant training, provide me with a well-rounded skill set to excel as a Board or Commission Member. I am confident that these experiences will allow me to contribute valuable insights, make informed decisions, and effectively address the needs of the organization, stakeholders, and the community at large.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

In Board and Committee work, I will actively contribute to initiatives that prioritize reconciliation, equity, and inclusion. I will champion the voices of underrepresented groups, ensuring their perspectives are considered in decision-making processes. I will advocate for policies and practices that promote diversity and remove barriers to participation. I will work collaboratively with fellow board members and stakeholders to develop strategies that address systemic inequities and create a more inclusive environment.

Furthermore, I will continuously educate myself on issues related to reconciliation, equity, and inclusion, attending relevant training, workshops, and conferences. I will seek opportunities to engage in meaningful dialogue with individuals from diverse backgrounds, fostering an environment of mutual respect and understanding.

In conclusion, my work, community involvement, and lived experiences have instilled in me a deep commitment to reconciliation, equity, and inclusion. I am eager to bring this passion and dedication to Board and Committee work, contributing to initiatives that advance these values and create a more equitable and inclusive society. I firmly believe that by embracing diversity and empowering marginalized voices, we can foster positive change and build a stronger and more vibrant community for all Londoners.

Attach resume or other document here, if needed: **Joshi Chintan - Resume.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **6/18/2023 3:32:54 PM**

Joshi Chintan

London, ON.

N6G 1H4, Canada

Education

Postgraduate Diploma - Practical elements of Mechanical Engineering | Pursuing | Fanshawe College | London, ON, Canada |

Bachelors Of Engineering - Automobile branch | 2017-21 | Ahmedabad, India | SAL Institute of Technology and Engineering Research | CGPA: 9.09

Experience

Overnight Maintenance Associate | May'23 - Present | Sunningdale Golf and country club

- Setting up events for weddings, parties and birthdays
- Maintenance and cleaning of banquets
- Managing events to maximise event success

EV Sales representative | Oct'22 - Feb'23 | Greentech EV Mart

- Promotion and Sales of EVs
- Resolve issues in customer service
- Was managing operation from sales to delivery

Trade apprentice | Jan - Jun'22 | Trueblue Shipping Services

- Assisted the supervisor
- Resolved the issues of statistical mistakes.

Freelance event worker | Jul'17 - Jun'21 | Divine planner

- Serving of products
- Marketing freelancer for certain companies
- Setting up for events

Skills and Interests

Technical: Automotive working | AutoCAD 2D, SolidWorks And CREO | Microsoft Excel.

Languages: Hindi | English | Gujarati | Kutchi

Interests: Cricket | Movies | Exercise

Availability

Monday, Tuesday and Friday after 6 PM

Wednesday before 12 PM and after 7 PM

Thursday after 7 PM

Weekends available

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **Eldon House**

Contact Information

Name: **Mabel Kane**

City: **London**

Province: **ON**

Postal Code: **N6G 0V6**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

from Feb 2021-March2023 : I administered COVID-19 vaccines at MLHU mass vaccine clinics

Before 2017-2021- I worked part-time as a professor at Fanshawe College.

2016 nursing instructor at Western x 1 calender year

2016 completed Master in Adult Education -at Yorkville University

2007 completed my bachelor of science in nursing with honours

2011 graduated with a master's in nursing

I worked full-time while studying for all those degrees and guided my kids through university-they did finish.

2005-2015 worked as a nursing instructor with Humber College

Participated in the Black lives matter movement and had opportunities to enhance understanding among all races- using that platform to continue to support and improve the lives of those who are too afraid to advocate for themselves.

Instrumental in setting up alternate clinics for people who were reluctant to have their vaccines

A member of London Gospel Collective, an initiative and an outgrowth of the BLM movement, we are capitalizing on the initial investment of George Floyd to build our community. We want our community to be great, with lots of art where people can experee idesd=a and share.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

The politics of change. I will be changing and, with it, the current political situation. We have tremendous challenges I am willing to participate in, but I need support and a

platform.

I am a learner first- sometimes a reluctant doer because I am not a fan of failure. Learning reduces the chance of failure.

Young people do not find me distasteful; they love to talk with me, so I believe I can enormously influence the young.

The community has many subtle and overt problems; houselessness is one I would like to see reduced. Wouldn't it be special to have a town without homelessness? Couldn't we work on this as an initiative-- we have the resources but lack the will, bring art into all schools, all levels of art to encourage students to not only absorb information but give students opportunities to think differently about their lives. This includes starting students early on the trades, dressmaking, cooking, designing cosmetics, and farming. Students should begin to learn these skills in elementary school. If we sit by and wait, artificial intelligence will make these plans obsolete. The school day is long enough to bring in some of these learnings to equip our young for the future.

How will you support the work of a Board or Commission? (max. 3000 characters):

Once I understand the rules and procedures and how you get things accomplished, I will support the initiatives that are helpful to the citizens; and for those plans that are a little off, we will have to work together to reach a consensus.

I will do my best to look globally at an issue. I will think about it, perhaps sleep on it. I will deliberate one-on-one with the counsellors and look at the consensus.

I am good at working with others, and the question is, are others good at working with me?

I have not had any unmanageable issues working with others.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I am a registrant at the College of Nurses of Ontario.

When I lived in Milton, I was active in the church choir. I am now a member of the Black London Collective, which is a music group, we practice a lot, and we perform a lot; therefore, it takes commitment to show up for practices and shows, last year we had a full calendar, and this year is looking up, we have formal bookings for performances at Christmastime already.

I believe all men and women are created equal. As a visible community member, I don't have the luxury to hate... too focused on saving my skin and looking out for my family.

I counsel former students and provide recommendations for them to pursue higher learning.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

I don't know what you want, but I can tell you about myself. I consider myself a progressive liberal. Progressive means moving with life rather than against life; I am profoundly uninterested in what consenting adults do with their lives... as long as they are gainfully employed and contribute to the community's welfare.

I work with various people; I can't pick and choose as a registered nurse. Some patients are receptive, most of them, but a few are disappointed when I show up. That does not bother me; I'm used to it. If they permit me to minister to their needs, that's all that's needed.

I can dissipate any situation, given the chance. Some people are too quick on the draw, but I am old enough to be patient. I learned many tricks to calm people down; my 45 years of nursing were not in vain. I understand. Life is variable, and there are good and bad days. I worked as a nurse in 3 countries; indeed, I must have learned something!

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Social media**

If you selected 'Other', please specify:

Submitted on: **6/8/2023 12:46:49 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **Eldon House**

Contact Information

Name: **Bryan McClure**

City: **London**

Province: **ON**

Postal Code: **N6J 4W4**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

No previous experience.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a recent Ph.D. graduate of Western University's history department, I hope to be able to bring my expertise on history and heritage matters to the board. As an expert on Canadian and British Imperial history, my knowledge can help discussions on the board towards how to move forward in an atmosphere of reconciliation and diversity of experiences. With a strong understanding of recent historical knowledge, I can bring important knowledge of the theory and academic discussions surrounding historical sites in Canada and local communities. My research focused on the construction of historical memory through memorials to the First World War which can play into board's role of ensuring Eldon House remains an important site of London's historical memory. My desire as a board member is to ensure that Eldon House plays a larger role in teaching Londoners and others the history of the city and region. The long-term future of Eldon House is a motivation for my application as I desire to ensure it can be visited by the next generations. To help further the sites connection to the city, I would advocate a growth of relationships with historic businesses and communities groups in the city. As a member of the board my hope is that I would learn more about the practical and political issues surrounding historic sites. With a strong knowledge of the theory behind historic sites, by joining the board I hope that I can expand my skills by learning about the practical side of maintaining historic sites. As a young and recent graduate, my hope is that by learning from the board I can use these skills in the future to help serve London, the city I have made my home.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will support the work of the board by harnessing my historical training to help guide discussions on the direction of Eldon House. Having a strong background in history, research, and the theory behind historic sites, I can help those with more practical skills to develop a strong future for Eldon House. As an expert on the ways historic sites have and are used to develop historical memory and the teaching of history, my skills will assist the staff who run the site day-to-day by bringing knowledge available to very few. The perspective I bring as a young historical expert means that I can play an important role in the long-term future of the site.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Alongside my education at Western University, I have experience with the London Curling Club where I have volunteered as an instructor at introductory curling events. As one of the oldest community organizations in the city, having just celebrated 175 years, my volunteering at the club has shown the ways Londoners are interested in their community and learning new things. By joining the board, I hope to build my love of London through supporting an important historic site.

I am currently working as a researcher for the organization The World Remembers that seeks to build a database of every person killed in the First World War around the world. Working as a researcher for this non-profit has provided me with insight into the complexities of conducting historical research in such a setting. As well, working for The World Remembers demonstrates the balancing act needed for historical projects with different stakeholders who are contributing. As a board member, I would bring a clear understanding that diplomacy is needed between the museum, city, other governments, and private businesses who all help to keep the site functioning.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

As a historian, knowledge of the historic injustices experienced by Indigenous and people of colour in Canada is something that I have worked to learn more about. Within my own research I have worked to ensure the perspectives of other communities are included in my work such as the way Indigenous peoples of Canada, Australia, and New Zealand all made contributions to the First World War and commemorated the conflict in their own ways. As such, I have experience researching and writing about including everyone into Canadian and imperial histories. It is important to integrate and expand our historical perspectives through public historic sites.

Attach resume or other document here, if needed: **McClure CV.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **6/20/2023 1:53:05 PM**

Bryan McClure, Ph.D.

Education

- 2016-2023 Ph.D. in History at University of Western Ontario, London, Canada
Thesis: *'Gave His Life for the Empire': Memory, Memorials, and Identity in the British Empire after the First World War*, <https://ir.lib.uwo.ca/etd/9183/>
Supervisor: Dr. Jonathan F. Vance
- 2014-2015 M.Phil. in Modern Irish History at Trinity College Dublin, Ireland
Thesis: *'Now We See Through a Glass Darkly': Memorialization of the First World War in Dublin*, passed with distinction.
Supervisor: Dr. Anne Dolan
- 2008-2012 B.A. (Honours) major in History and minor in English Literature at Queen's University, Kingston, Canada

Awards

- 2019-2021 Social Sciences and Humanities Research Council of Canada Doctoral Fellowship
2020 Ivie Cornish Memorial Fellowship
2018-2020 William Edgar Travel Funds
2016-2020 Western Graduate Research Scholarship
2017-2019 Ontario Graduate Scholarship
2018 Ley and Lois Smith Military History Fund
2018 Graduate Student Award for Research and Conference Travel

Publications

Blog Post: 'Māori Princess and Red Cross Queen: The Memorial Arch to Hera Takuira'. On *H-Empire: H-Net Humanities and Social Sciences Online*. (September 20, 2022).
<https://networks.h-net.org/node/5293/blog/h-empire/10951112/m%C4%81ori-princess-and-red-cross-queen-memorial-arch-hera-takuira>.

Review of *Operation Crusader and The Desert War in British History and Memory*. By Alexander H. Joffre. In *Journal of Military History*, 86, no. 3 (July 2022), pp. 741-742.

Review of *The Other Wars: The Experience and Memory of the First World War in the Middle East and Macedonia*. By Justin Fantauzzo. In *H-Net Empire Reviews* (March 11, 2021).

Review of *Politics of Forgetting: New Zealand, Greece, and Britain at War*. By Martyn Brown. In *Journal of Military History*, 85, no. 1 (2021).

Review of *Beyond Words: Languages of Remembrance from the Great War to the Present*. By Jay Winter. In *Canadian Military History*, 28, no. 1 (2019).

Review of *Forgetful Remembrance: Social Forgetting and Vernacular Historiography of a Rebellion in Ulster*. By Guy Beiner. In *Essays in History*, 52 (2019).

Work Experience

- 2022-Present Researcher for the charity, *The World Remembers*
- A global memorial to the First World War dead, worked as an expert on the war and historical data
 - Organized and compiled data from international museums and other institutions providing data on their nation's war dead to be uploaded to *The World Remembers* website and kiosk that is in the Canadian War Museum
 - Wrote information sheets on the data to help provide historical context, and explain what is in the databases provided to *The World Remembers*
- 2020 Historical consultant to Lynne Golding's *The Mending*, book three in the Beneath the Alders Series, Blue Moon Publishers, 2021.
- 2010-2016 Historical Interpreter, Black Creek Pioneer Village Museum, Toronto, Ontario
- Provided historical information and demonstrated trades to visitors in historic buildings from the nineteenth century.
 - Research, wrote, and led tours on the history of beer, economics, social, and political histories of Toronto, Ontario, and Canada during the nineteenth century.

Teaching Experience

- Course Instructor at King's University College at Western University
- 2021-2022: *Hitler, Stalin, and Mussolini: The Totalitarian Age (HIST 1404E Online Course)*
- Instructor for the online version for one of the introductory and first-year history courses for the university
 - As an introductory course, focused on providing a variety of different styles of history ranging from political, economic, social, cultural, military, art, sports, and emotions
 - Created the course structure that moved chronologically, but sought to explore thematic issues such as fear, spectacles, empire, and memory
 - Worked with colleague teaching the same course in another section to ensure assignments lined up between the two sections that saw students introduced to the work of historians through historiography, close secondary reading, and writing an essay using primary sources
 - Instructor for the same course in the summer of 2022 where I worked with a teaching assistant to assist in grading course assignments
 - Assigned weekly reading and online forum posts where students were able to engage with a variety of material ranging from academic books and journal articles, to analysing primary sources such as speeches, propaganda posters, memoirs, art, and photographs

Teaching Assistant at University of Western Ontario

2018-2020: *International Relations from 1945 to Present (INTREL 2702E)*

- Led tutorial discussions on primary and secondary sources on international history
- Educated students on major themes and historical events in the latter half of the 20th century
- Brought back for Fall 2020 semester as senior teaching assistant to support online teaching during the Covid-19 pandemic
- Assisted in the organization and running of a simulated international conference in 2018 and mock UN General Assembly speeches in 2019 and 2020
- Provided a guest lecture on international relations and international sporting events in 2018

2019-2020: *Zombie Apocalypse: Panic and Paranoia in Human History (HIST 2186B)*

- Marking assistant for class of several hundred students grading tests, and exams

2016-2018: *Modern Europe, 1715 to Present: Conflict and Transformation (HIST 1401E)*

- Led tutorial discussions on primary documents from European history
- Taught students about major political, social, cultural, and economic changes
- Supervised and assisted students with research papers and course materials
- Graded student participation, responses to weekly questions on course materials, research papers, and exams

Teaching Assistant at King's University College at Western University

2021-2023: *Europe and England 16th-17th Century (HIST 2403E)*

- Led tutorials exploring primary sources from the early modern period of European and English history
- Helped teach students how to read primary sources in greater depth to examine patterns and examples of political and social power structures during this period
- Assisted in the grading of student assignments

2018- 2022: *Hitler, Stalin, and Mussolini: The Totalitarian Age (HIST 1404E)*

- Led tutorials discussing primary and secondary documents on Soviet, Nazi, and Fascist Italian history
- Taught students how to interpret and analyze academic and primary sources
- Assisted in grading student papers
- For summer course, 2020: created quizzes based off lecture material and monitor online discussions between students on readings in lieu of tutorials

2018-2019: *History of Sport (HIST 1820F)*

- Led tutorials discussing various topics in sports history
- Engaged with students to teach them the social, economic, and political impacts of sports throughout history

-Assisted in the grading of student assignments and presentations

Conference Presentations

- 2023 *Heroes of the Great War: The Conception of National Heroes from the First World War*. Canadian Historical Association Annual Meeting: Difficult Histories in a Global Context at York University. Toronto, Ontario. May 29-31.
- 2022 *Memorials to Imperial Service: Historic Churches and Memorials to Imperial Servants*. Culture, Things and Empire: Virtual Seminar Series. May 11. Link to the lecture can be found here: <https://www.youtube.com/watch?v=B2UesLihj1I>
- 2021 *National Military Memorials Databases: Remembering First World War Memorials in the 21st Century*. International Society for First World War Studies Conference at Gettysburg College. Gettysburg, Pennsylvania (virtual conference). September 16-18.
- 2021 *Defending the War Graves: Body-Snatching and Resistance to the Imperial War Graves Commission, 1918-1939*. Canadian Military History Colloquium at Wilfrid Laurier University. Waterloo, Ontario. May 14-15.
- 2020 *From Petitioning to Body-Snatching: Resistance to the Imperial War Graves Commission, 1918-1939*. Canadian Military History Colloquium at Wilfrid Laurier University. Waterloo, Ontario. May 8-9. (Cancelled due to Covid-19, delivered as part of Western History Virtual Thursdays Workshop Series, May 14.)
- 2020 *'The Cemeteries Should Be the Symbol of a Great Army and an United Empire': The Building of Cemeteries and Memorials by the Imperial War Graves Commission*. Western University Graduate Student Conference Pathways to the Past: Consuming History. London, Ontario. March 13-14. (Cancelled due to Covid-19)
- 2019 *Remembering the Imperial Dead: Personal Memory and Identity of the First World War*. Reframing Empire: Imperialism, Anti-Imperialism and Their Legacies in Public History at Queen's University Belfast Centre for Public History. Belfast, Northern Ireland. December 16-17.
- 2019 *The Peace Conference, the Imperial War Graves Commission, and the Memory of Peace*. Royal Military College of Canada Annual History Symposium, The People's Conference: The Transnational Legacies of 1919. Kingston, Ontario. November 8-9.

- 2019 *Island of Ireland Peace Park: Negotiating Anglo-Irish Relations on the Battlefields of Flanders*. Western University Graduate History Conference Pathways to the Past: Modern(izing) History in the 21st Century. London, Ontario. April 26-27.
- 2019 *The Individual in the Empire: Memory, Memorials and Imperial Identity after the First World War*. Imperial Legacies of 1919 at the University of North Texas. Denton, Texas. April 18-20.
- 2018 *'He Died Fighting for the Country He Loved So Much': Epitaphs of Canadian Soldiers in the First World War*. Canadian Military History Colloquium at Wilfred Laurier University. Waterloo, Ontario. May 5-6.
- 2016 *'Now We See Through A Glass Darkly': Memorialization of the First World War in Dublin*. Canadian Association of Irish Studies. Banff, Alberta. May 25-28.

Public and Guest Lectures

- 2023 Guest Lecture for The History of Sport at King's University College. *Cold Weather Sports and Canadian Identity: Ice Hockey and Curling*. London, Ontario.
- 2021 Royal Canadian Regiment Museum Speakers Series 2021. *'Between the crosses, row on row': Battlefield Crosses as Sites of Mourning and Memory*. RCR Museum. June 26.
https://www.youtube.com/watch?v=gqt4P1TrENA&ab_channel=TheRoyalCanadianRegimentMuseum
- 2020 Guest Lecture for The Two World Wars at King's University College. *Myth Making After the First World War: A History of Remembrance*. London, Ontario.
- 2020 The First World War and Popular Culture Twitter Takeover, *Sports and the Legacy of the First World War*, Une Plus Grande Guerre (@UnePlusGrGuerre) and the International Society for First World War Studies (@FWWsoc), September 28-October 2.
- 2019 London Middlesex Ontario Genealogical Society. *Memory, Memorials, and Imperial Identity after the First World War*. London, Ontario.
- 2019 Guest Lecture for The Two World Wars at King's University College. *Forging the War: First World War Memorials and the Memory of the War*. London, Ontario.
- 2019 Bruce McCaffrey Graduate Seminar Series at University of Western Ontario. *Memory, Memorials, and Imperial Identity after the First World War*. London, Ontario.

- 2018 Guest Lecture for International Relations from 1945 to Present at University of Western Ontario. *'Politics by Other, Other Means': International Relations and Sports*. London, Ontario.
- 2018 Guest Lecture for The Two Worlds Wars at King's University College. *Forging the War: First World War Memorials and the Memory of the War*. London, Ontario.
- 2018 Retiring with Strong Minds. *The Imperial War: The British Empire and Commemorating the First World War*. London, Ontario.
- 2017 Innisfil Historical Society. *'The Pipes, The Pipes Are Calling': Irish Migration to Canada*. Innisfil, Ontario.
- 2016 Tecumseth and West Gwillimbury Historical Society. *An Gorta Mor: The Irish Potato Famine 1845-1849*. Newton-Robinson, Ontario.
- 2014 Richmond Hill Historical Society. *An Gorta Mor: The Irish Potato Famine 1845-1849*. Richmond Hill, Ontario.

Administrative Experience

- 2019-2021 Coordinator of the McCaffrey Graduate Student Seminar Series at University of Western Ontario.
- 2018-2019 Co-Chair of Graduate Student History Conference at University of Western Ontario.
- 2014-2015 Chair of Electoral Commission for Graduate Students Union of Trinity College Dublin

Memberships

- 2016-Present Canadian Association for Irish Studies
- 2021-Present International Society for First World War Studies

Languages French: intermediate reading, writing and basic oral understanding.

References Available upon request.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Tom Brett**

City: **London**

Province: **ON**

Postal Code: **N6K 4K9**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

While I have not been a member of a London board or commission, I have worked closely with Electric Utilities on their regulatory matters for thirty years.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I will assist the board to ensure that all energy regulatory submissions meet the needs of London Hydro's customers, employees and shareholder and reflect London Hydro's historical experience with the Ontario Board and the Government of Ontario. I expect to learn the structure of the utility and its affiliates including information on the regulatory, personnel, financial and engineering functions, as well as the talents and capabilities of the senior utility managers and other board members.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will work in a collaborative manner with the other members of the board to ensure that London Hydro's regulatory submissions mesh with and advance the priorities of London Hydro.

I will help ensure that LH has the necessary resources from the Ontario Energy Board to continue to achieve best in class performance.

I will contribute my detailed knowledge of regulatory practices in Canada and a review of recent London Hydro rates and other submissions and OEB decisions on those submissions, to help the utility achieve optimal results.

I would try to engage with all of the active participants in London Hydro regulatory hearings and meetings to encourage their support of London Hydro submissions.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

My experience as set out in the attached CV would help me contribute to the work of the board and board committees.

I received a BA and MA in Political Economy and LLB from The University of Toronto.

My legal practice and related jobs over the next fifty years, focused on the Canadian energy sector. From 1985-2020 my legal practice focused on representing various clients before the Ontario Energy Board and the National Energy Board (now the Canadian Energy Regulator). Since 1985 I have appeared in over one hundred public hearings before the OEB, including rates cases, generic and policy proceedings. My clients have included gas and electric utilities, both distributors and transmitters, energy marketing and trading companies, co-generators and IPPs, First Nations, regulators and large energy consumer groups.

During my career I have also:

- Spent eight years with the federal government in Ottawa, most of those years in senior

management at the Treasury Board Energy Group and as the Director of renewable energy at Energy Mines and Resources.

- Served as General Manager of a start-up company focused on energy efficiency retrofit construction and finance.
- Spent 18 months as Chief of Staff to The Right Honourable Paul Martin Senior.
- Spent 18 months in the energy corporate finance group at AE. Ames & Co, a Toronto investment bank.
- I was a founder and director of The Association of Power Producers in Ontario for twenty years, and a founder and director of The Canadian Association of Energy Service Companies for many years.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

I have represented First Nations in the negotiation of joint ventures with other partners, including utilities to develop energy projects in Ontario and Saskatchewan. I served on the Indigenous Law Committee at my law firm. I have advised many companies on renewable energy projects and have negotiated joint ventures with engineering firms to develop, build and finance energy efficiency retrofits in commercial, institutional and industrial buildings in several provinces.

Attach resume or other document here, if needed: **Brett Tom CV.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional):

If you selected 'Other', please specify:

Submitted on: **5/14/2023 12:49:09 PM**

J. Thomas Brett

1. Educational Background

University of Toronto B.A. Political Science 1963

University of Toronto M.A. Political Economy 1965 (led undergraduate seminar in macroeconomics for the late professor, Don Forster; awarded university fellowship for Ph.D. in Economics at Harvard University, 1965) on the recommendation of Professor J.S. Dupre (Declined).

University of Toronto LL.B. 1968 – Medal in Contract Law; CMHC Fellowship in Planning law; top 10% of class.

2. Professional and Employment Background

2009 – present, Partner, Fogler, Rubinoff LLP. Specialist in Energy Regulation Transactions. Clients include energy consumers, First Nations Consortia, local distribution companies, independent transmission companies, solar power developers/customers/equipment manufacturers, wind power developers, water power developers, US gas utilities; Expertise in Green Energy Act; Chairman of International Bar Association Energy Committee Biennial Meeting in Toronto, May 2010; mentor to other lawyers; many projects require close collaboration with Ontario Energy Board staff. I have advised solar, wind and water power developers, on power purchase agreements, including FIT and microFIT contracts, O&M agreements, interconnection agreements, construction agreements, and related agreements. I have been a member of the Board of Directors of the Association of Power Producers of Ontario for fourteen years, and am familiar with all aspects of Ontario's electricity industry.

1999 – 2009, Partner, Gowling Lafleur Henderson LLP. Specialist in Energy Regulation and Transactions. Similar range of clients to Foglers. In addition, retained by State of Alaska with respect to all Canadian Regulatory aspects of The Alaska Northwest Gas Pipeline.

1985 -1999, Partner, Johnston & Buchan, Ottawa. Energy regulation and transactions. Leading Administrative Law Boutique Firm in Energy, Telecommunications, Broadcasting, Trade and Copyright. Clients mainly institutional, commercial, industrial energy consumers. Created some of initial buying groups for natural gas and electricity in Ontario, including Association of Municipalities of Ontario (AMO), various school board consortia, Ottawa Regional Consortium including schools, universities, colleges, municipalities and hospitals.

1982 – 1985, Vice-President and General Manager, Canertech Conservation Ltd. (a Petrocan subsidiary/energy services company, specializing in energy efficiency retrofit work in institutions, commercial buildings and industry. Managed Start-Up Energy Services Company specializing in Energy Efficiency Retrofit in buildings across Canada, established joint ventures with engineering firms across Canada (selected partners, negotiated joint ventures, prepared budgets, hired key staff). Highly collaborative decision-making style; built on government policy work in Conservation and Renewables; developed appreciation of practical business aspects of implementing Energy Efficiency projects.

1974 – 1982, Various senior executive positions with the Government of Canada, including:
1979 – 1982 – Dept. Dir. – Gen General Enercan – Conservation and Renewables: led policy development efforts in conservation and renewables sector of the federal energy ministry, including creation of federal-provincial programs for research, development and demonstration in renewables and conservation, grant programs, tax incentives, building code reform, and creation of a federal energy

services company called Canertech Conservation Inc., a national Crown corporation.

1977 – 1979 – Treasury Board Secretariat – Energy Division: particular expertise in financial aspects of large energy projects or companies, including formation of Petro-Canada, nuclear reactor exports and sales to Canadian utilities by Atomic Energy of Canada, off oil infrastructure programs; led and mentored a group of central agency calibre analysts, most of whom eventually became senior executives and leaders in the federal public service.

1974 – 1977 – Investment Canada – Energy Division: led a group of analysts in preparing regulations and guidelines and drafting cabinet memoranda on foreign takeovers of Canadian Companies.

1972 – 1974, A.E. Ames & Co. (Investment Bank), Corporate Finance Officer (Energy). Worked on financing various energy companies and merger and acquisition projects.

1970 – 1972, Blake Cassels Graydon, Toronto – Associate Lawyer (Business). Associate with leading Canadian business law firm; worked on various contracts, corporate transactions and financings.

1968 – 1970, Chief of Staff/Policy Advisor to Federal Cabinet Minister, Ottawa. Responsible for maintaining and organizing legislative agenda and procedures; general policy advice; staffing; media relations; speech writing.

3. Community Involvement

Member of Board of Directors, Castlehill Owners Association, 2006-2007.

Coach, Fisher Park Girls Baseball Association, Ontario, 1974-1977.

Managed federal election campaign in Broadview, Toronto, 1968.

Member, Institute for Research and Public Policy (current).

Founder and first Chairman of Canadian Association of Energy Services Companies, Board of Directors, 1985-1995.

Member of Board of Directors, The Association of Power Producers of Ontario, 1986-present. President and CEO for two years, Chairman of Executive Committee for five years.

Policy Advisor, Ontario election campaign of 1971.

4. Memberships in professional organizations

Canadian Bar Association, Ontario Bar Association.

Energy Bar Association (Washington, D.C.), member of renewables and transmission committees.

Legal Associates of the American Gas Association (Washington, D.C.)

SEERIL (Section on Energy, Environment, Natural Resources and Infrastructure Law) (gas regulatory specialists and in-house lawyer for gas LDCs), International Bar Association Chair, Toronto Host City Steering Committee, 20th Biennial Meeting of SEERIL on April 24, 2010.

5. Additional Information

I have practised energy law for over 25 years with leading law firms: Foglers, Gowlings, Smith/Lyons in Toronto, and Johnston & Buchan in Ottawa, and appeared in more than 50 Ontario Energy Board hearings, including rates, facilities, generic, and "policy hearings". Often represented energy consumer

interests. Have appeared many times before the National Energy Board, and on occasion, the Manitoba Public Utilities Board and have acted for the California Public Utilities Board. I was, for three years (2007-09), the International Articles Editor of the Energy Law Journal, published by the Energy Bar Association, in Washington, D.C., the leading English language legal journal on energy matters.

Was a member of the three person editorial board for the publication, "Electricity Law In Canada" (Carswell, 2009); authored chapter on Conservation and Demand Management.

Familiar with principal texts in regulatory economics, including Bonbright, Philips, Sidak, Nordhaus; have worked in three areas of public law, energy, foreign investment, and land use planning; familiar with principles of judicial review of administrative tribunals.

Co-authored a chapter on natural gas regulation in Canada for several years, for the US legal text "Natural Gas Regulation in North America".

Have spoken regularly, over the last 25 years, to many groups, in Canada and abroad on energy law topics, including, in Canada, APPrO, the Ontario Bar Association, Enercom (electricity distribution), the Canadian Petroleum Law Foundation, Insight and Canadian Institute Conferences and, outside Canada, to meetings of the Energy Bar Association, Legal Associates Committee of the American Gas Association (United States), and SEERIL (International Bar Association) (Abroad).

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Cedric Gomes**

City: **London**

Province: **ON**

Postal Code: **N6K 4H4**

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Please see my attached resume for details of my work experience and community involvement.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

In addition to my work as a global business executive, I have been an active member of my community for over 25 years. This is an opportunity that intersects very well with my expertise in finance, operations, strategy and government relations, and allows me to give back to my London community.

London Hydro has evolved from a pure-play utility to a North America-wide leader in Green Button technology. I believe local distribution companies (LDCs) will continue to grow further into technology and policy making in the decade ahead, and I want to use my background to help London Hydro continue its leadership position.

How will you support the work of a Board or Commission? (max. 3000 characters):

The London Hydro board has stated that they are looking for individuals with the following qualifications: 1) executive business management, 2) strategy and governance, 3) audit and finance, and 4) energy industry experience. I have deep and broad experience in each of these areas and would be able to immediately support the work of the board and its committees.

Having been a global executive at Wayfair, a Fortune 200 company with \$15B in revenue, and having worked with some of Canada's most prominent boards of directors as Chief of Staff at Deloitte, I bring extensive experience in management, strategy, and governance. I am a Chartered Accountant with a Master's in accounting, I specialized in complex accounting transactions at Canada's largest accounting practice, and I have taught finance at an Ivy League school. Finally, I have a decade of experience auditing and advising small and large firms in the energy industry, including power generators and transmission & distribution utilities.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Please see my attached resume for details of my work experience and community involvement.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

As a visible minority and someone who has experienced the full spectrum of socioeconomic backgrounds, it is important to me to promote the principles of diversity,

equity and inclusion. Through both my career and volunteer roles, I have acted as a mentor and sponsor of individuals from underrepresented groups, led long-term diversity strategies, and volunteered in career coaching and advocacy work. I look forward to integrating my own experiences and listening to and advocating for others as part of the board's work.

Attach resume or other document here, if needed: **Gomes, Cedric - Cover letter and resume.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **5/10/2023 7:07:21 PM**

Cedric Gomes, CPA, CA, MBA

London ON, N6K 4H4, Canada

May 10, 2023

Ms. Connie Graham
Chair, Board of Directors
London Hydro Inc.
111 Horton St
PO Box 2700
London ON N6A 4H6

Dear Ms. Graham,

I am writing to express my interest in joining the Board of Directors of London Hydro Inc. I recently moved to London to put down roots, after working as an executive in Boston and Toronto, and I'm keen to get involved in the community. I believe the following attributes would allow me to contribute to the London Hydro board:

Executive business experience that matches the board's needs: The board has stated that they are looking for individuals with the following qualifications: 1) executive business management, 2) strategy and governance, 3) audit and finance, and 4) energy industry experience. I have deep and broad experience in each of these areas and would be able to immediately support the work of the board and its committees.

Having been a global executive at Wayfair, a Fortune 200 company with \$15B in revenue, and having worked with some of Canada's most prominent boards of directors as Chief of Staff at Deloitte, I bring extensive experience in management, strategy, and governance. I am a Chartered Accountant with a Master's in accounting, I specialized in complex accounting transactions at Canada's largest accounting practice, and I have taught finance at an Ivy League school. Finally, I have a decade of experience auditing and advising small and large firms in the energy industry, including power generators and transmission & distribution utilities.

Leadership in the community: I recognize that London Hydro is owned by the people of London and exclusively serves the people of London. For over 25 years I've had a passion for giving back to the community, particularly with underrepresented groups, and I most recently had the opportunity to work with the London Health Sciences Centre's board committees. If appointed to this board, I will bring my diverse perspective to bear for the benefit of Londoners.

Finance committee work: With the departures of Messrs. Jack Smit and Gabe Valente, the board requires immediate accounting and finance experience. In addition to my expertise in key issues that affect London Hydro's financials, including interest rate swaps and regulatory assets, my background in executive management and strategy allows me to consider these issues in a larger context that would benefit the rest of the board.

Thank you in advance for your time and consideration. I'm eager to discuss opportunities at London Hydro, and I look forward to the selection process.

Yours sincerely,

/s/ Cedric Gomes

Cedric Gomes, CPA, CA, MBA

London ON, N6K 4H4, Canada

SUMMARY

- Global executive with proven results in operations, finance and building teams
 - Bridge builder who's worked with the highest levels of the Canadian and US governments across the political spectrum
 - Experience as both an executive of a Fortune 200 company and a founder of two small businesses
 - Community leader with long track record of volunteerism and diversity initiatives
-

EXPERIENCE

NORTH BORDER TRADE CONSULTING

Boutique global trade consulting firm

2022-
London, Canada

Founder & Principal

- Advise foreign multinationals on their Canadian operations, with a focus on the eCommerce sector
- Clients have a minimum global revenue of \$1B
- Regularly liaise with high-level officials with the Canada Border Services Agency, the Canada Revenue Agency and the Department of Finance

WAYFAIR LLC

Fortune 200 eCommerce retailer

2017-2022
London, Canada and Boston, USA

Head of Global Trade Strategy & Operations

- Oversaw Wayfair's cross-border trade, encompassing \$100MM+ duty spend and operations in North America, Europe and Asia
- Created and implemented novel operational strategies to reduce costs by up to \$40MM/year
- Executed the trade enablement of multiple new country expansions
- Led discussions at the highest levels of government, including Canada's Chief Trade Negotiator, the Chairman of the US House Ways and Means Committee, and the US Trade Representative's Office

Chief Operating Officer, Wayfair Canada

- Led all aspects of supply chain and customer experience, overseeing triple-digit growth and \$1B+ revenue
- Achieved significant results across all metrics, including capacity, cost reduction, delivery speed and NPS

DELOITTE LLP

Canada's largest professional services firm

2008-2017
Toronto, Canada

Chief of Staff

- Developed and executed strategic priorities as member of Audit Executive Committee, actively managing a \$500MM business with 500 FTEs
- Authored the multi-year Strategic Plan
- Used exceptional people skills to influence diverse group of over 40 partners and 50 managers to execute on our strategic priorities

Audit Senior Manager

- Managed large, global engagements, specializing in the Energy & Resources industry
 - Subject matter expert on numerous complex accounting issues
 - Advised C-Suite and Boards of some of Canada's most prominent companies
-

VOLUNTEERING

- **London Health Sciences Centre (LHSC)** 2021-2022
Quality & Culture board committee
- **Tuck School of Business at Dartmouth College** 2014-
Admissions and fundraising ambassador

EDUCATION

- **Master of Business Administration (MBA)** Hanover NH, USA
Tuck School of Business at Dartmouth College
TA for capital markets, corporate finance, statistics, accounting
- **Master of Accounting (MAcc)** Waterloo, Canada
University of Waterloo
- **Bachelor of Accounting and Financial Management (BAFM)** Waterloo, Canada
University of Waterloo

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Tracy Gustafson**

City: **London**

Province: **ON**

Postal Code: **N5X 4N5**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I served as a member of the Board of Directors for the Children's Health Foundation (CHF) of Southwestern Ontario. CHF is an independent, incorporated non-profit organization, and raises money and grants funds for Children's Hospital at London Health Sciences Centre, Children's Health Research Institute, and Thames Valley Children's Centre in London Ontario. I have been involved with CHF for 21 years where I held various positions including Chair of the Finance Committee, Chair of the Audit Committee and Treasurer of the Board of Directors during the construction of the new Children's Hospital at London Health Sciences Centre. I was also fortunate to serve as Chair of the Board of Directors which granted me the privilege to acquire an in-depth knowledge of the continuum of care for children in the region and across the country. In my capacity as Chair of the Board for CHF I held a seat on the Board of Directors for the London Health Sciences Centre. I am currently a life-long Honorary Board Member and Magical Winter Ball work team member.

I have also served as Treasurer on the Board of Directors for the London Junior Knights Hockey organization. The organization oversees the governance and operation of 24 competitive minor hockey teams in the London area. Although the primary responsibilities in my role as Treasurer were financial in nature, I was called upon to assist in marketing, fundraising and conflict resolution.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a Chartered Professional Accountant with 25 years of experience, I believe I can make a significant contribution as a member of the London Hydro Board of Directors. My background in finance, accounting, and management provides me with the necessary skills and knowledge to help the Board make informed decisions that benefit both the organization and its stakeholders. With London Hydro being a wholly-owned subsidiary, it falls within my advisory wheelhouse, as all of my clients are private entities reporting to either shareholders and/or a Board of Directors.

My first contribution as a member of the board will be to help ensure that London Hydro operates in a financially responsible manner. As a CPA, I have extensive experience in financial planning, budgeting, forecasting, and financial analysis. I will bring these skills to the board, ensuring that we make decisions that are financially sound and sustainable in the long term. This will include regular reviews of the company's financial statements, cash flow, and balance sheet, as well as evaluating the budgets.

In addition to financial oversight, I will also help the board to evaluate and manage risk. As a CPA, I have experience in risk management, including identifying potential risks and developing strategies to mitigate them. I will work closely with the board and management to identify and assess potential risks, both internal and external, that could impact London Hydro's operations. This includes risks related to regulatory compliance, cybersecurity, natural disasters, and changes in the energy market.

Another key contribution I can make as a member of the board is to help ensure that

London Hydro operates with integrity and transparency. I have a strong understanding of professional ethics and conduct, as well as the importance of transparency and accountability. I will help to ensure that London Hydro operates with the highest level of integrity, following all applicable laws and regulations, and disclosing information to stakeholders in a timely and transparent manner.

One area where I would like to learn more about from this experience is future sustainability. As the world transitions to a low-carbon economy, it is critical that utilities like London Hydro play a leadership role in reducing greenhouse gas emissions and promoting renewable energy. As a member of the Board, I would like to learn more about London Hydro's investments in renewable energy and energy efficiency programs. I see my role as ensuring that these investments are financially viable and sustainable over the long term.

How will you support the work of a Board or Commission? (max. 3000 characters):

London Hydro is a utility company that provides electricity to the city of London, Ontario, and its surrounding areas. Its purpose is "to deliver safe, reliable electricity and related services." The Board of Directors is responsible for overseeing the management and strategic direction of the company. As a CPA with many years of working on and with Boards, I can bring a wealth of expertise and knowledge to this important role.

My financial expertise can help ensure that the Board of Directors is making informed decisions based on accurate financial information. I can provide financial analysis and advice to the Board to help them understand the financial implications of their decisions. This includes reviewing financial reports and statements, identifying key financial metrics, and making recommendations for improving financial performance. I can also help the Board to understand the financial risks associated with different business decisions and provide guidance on how to mitigate these risks.

My experience as a leader and Partner at Valente CPAs also makes me well-suited to help the Board of Directors with budgeting and financial planning. I can assist with the development of the company's annual budget, providing input on revenue projections, cost estimates, and capital expenditures. I can also help the Board to develop long-term financial plans that align with the company's strategic goals. This might involve identifying opportunities for cost savings or revenue growth, or developing strategies to manage financial risks.

Another way that I can support the work of the Board of Directors is by providing expertise in accounting and financial reporting. I can help ensure that London Hydro is complying with all relevant accounting standards and regulations, and that the company's financial reporting is accurate and transparent. This includes providing advice on how to improve financial controls and processes, ensuring that the company's financial reporting systems are effective, and reviewing financial statements to identify any areas of concern.

I can also be valuable in providing leadership and mentoring to the company's finance team. I can help to build a strong and capable finance team by providing guidance on talent development and retention, and promoting a culture of continuous improvement. This might involve developing training programs, providing coaching and mentoring to team members, or identifying opportunities for professional development.

Further, I believe I can help the Board to identify opportunities for growth and expansion, and provide advice on how to effectively manage risks associated with these initiatives. I can also help the Board to develop strategies for responding to changes in the regulatory environment or shifts in the industry landscape.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

My experience as a Product Manager in healthcare data analytics at Pulse Info frame can be very useful in a Board member role. In today's world, data analysis plays a critical role in every business, and London Hydro is no exception. Data analytics can help identify trends and patterns in patient data, help track outcomes, and support decision-making processes. Board members with experience in data analytics can help London Hydro develop data-driven strategies to improve reduce costs, and enhance hydro users' experience. Furthermore, they can help develop policies and procedures to ensure data privacy and security.

My experience in founding an e-commerce business, North40Paws, can also provide valuable experience as a Board member. E-commerce has rapidly become one of the most significant aspects of the retail industry, with online sales increasing year after year. London Hydro's vision includes achievement through innovation and customer focus which these days is best achieved online. My e-commerce experience can help

London Hydro develop online strategies, including e-commerce platforms and digital marketing. Additionally, I can provide insight into developing customer engagement strategies, including loyalty programs, social media marketing, and user experience design.

My personal and business values mirror those of London Hydro in regards to safety, employees, customers, integrity, agility and sustainability. My volunteer work with the Children's Health Foundation can provide insight into the importance of governance in an organization to ensure the values are protected and preserved. Trustworthy stewardship of donor funds is paramount in a charitable foundation, and stringent policies and procedures need to be followed to ensure proper management. My volunteer experience can bring a unique perspective to the table, and help to develop programs that support the integrity of London Hydro. Furthermore, I can provide insight into community engagement strategies and awareness campaigns.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

As a finance professional, volunteer for various community sports organizations, and the child of immigrant parents, I have developed a unique set of skills and experiences that have shaped my perspective on reconciliation, equity, and inclusion. Through my work on various boards and committees, I am committed to using these experiences to contribute to the ongoing conversation around creating a more equitable and inclusive society.

My work as a CPA advising clients of various ages, ethnicities and religious beliefs has given me a deep understanding of the importance of diversity, which I believe is essential in advancing the cause of reconciliation, equity, and inclusion. I believe that financial analysis can be used to identify the gaps in resources and funding that contribute to systemic inequalities. In addition, risk management can be used to identify and mitigate the risks associated with implementing policies and programs designed to promote equity and inclusion. By identifying the resources needed to address the root causes of inequality, we can ensure that everyone has access to the opportunities and resources they need to succeed. In addition, by creating financial models that take into account the unique challenges faced by different groups, we can ensure that our policies and programs are designed to meet the needs of everyone in our community.

Furthermore, my experience as a volunteer for various community sports organizations, including the London Junior Knights hockey association and the North London Nationals baseball association has taught me the importance of creating an inclusive environment. As a volunteer, I have seen the positive impact that sports can have on young people's lives. However, I have also seen how sports can be used to reinforce existing inequalities. For example, sports organizations can inadvertently exclude certain groups of people, such as those who cannot afford the necessary equipment or those who do not fit the traditional mold of an athlete. As a result, I am committed to working with organizations to create a more inclusive environment, where everyone is welcome, regardless of their background or ability.

Finally, as the child of immigrant parents, I have experienced firsthand the challenges that can arise when people from different backgrounds come together. Growing up in a multicultural family, I learned to appreciate the differences between people and to recognize the value of diversity. However, I also learned that diversity can sometimes lead to misunderstandings and conflicts. As a result, I am committed to working with others to build bridges and foster understanding between different communities. By promoting understanding and appreciation for different cultures, we can create a more tolerant and accepting society. In addition, by working to address the unique challenges faced by immigrant communities, we can help to ensure that everyone has a fair chance to succeed.

Attach resume or other document here, if needed: **Tracy Gustafson CPA, CA Resume.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **5/9/2023 9:29:10 PM**

TRACY GUSTAFSON CPA, CA

• London, Ontario N5X 4N5 •

WORK EXPERIENCE

Valente CPAs – London, Ontario

Partner (2018 – Present)

- Manage taxation and accounting services for a diverse client base of private corporations
- Marketing and branding leader for the firm
- Provide leadership and training to practice and administrative staff

Pulse Inframe Inc. – London, Ontario

Director of Product Development (2017 – 2018)

- Oversee the product development lifecycle
- Implement Atlassian software development management system
- Manage global customer accounts

PricewaterhouseCoopers LLP – London, Ontario

Senior Manager (2014 – 2017)

- London office leader of Private Company Services - Integrated Services practice
- Business development and client relationship management
- Strategic planning for South Western Ontario practice

Tracy Gustafson Chartered Accountant – London, Ontario

Owner (2009- 2014)

- Develop strategic business plans for private corporation and NPO clients
- Prepare financial statements and provided accounting assistance
- Prepare corporate and personal income tax returns

Valente & Theocharis Chartered Accountants LLP – London, Ontario

Senior Manager (2001 – 2009)

PricewaterhouseCoopers LLP – Toronto, Ontario

Senior Associate Project Finance and Privatization (2000 – 2001)

Senior Associate Assurance and Business Advisory Services (1997 – 2000)

EDUCATION

2009	Completion of the Canadian Securities Course
2004	Completion of the SuccessCare Program
2000	Completion of the Institute of Chartered Accountants of Ontario examination and experience requirements
1995 - 1997	Wilfrid Laurier University, Waterloo, Ontario, Diploma of Accounting
1992 - 1995	University of Western Ontario, London, Ontario, Bachelor of Arts, Concentration in Psychology and Science

COMMUNITY INVOLVEMENT

- Director of the Board and Treasurer at London Junior Knights Minor Hockey Association
- Chair of the Board of Directors and Treasurer at Children's Health Foundation (CHF)
- Chair of the Finance and Audit Committee at CHF
- Chair of the Executive Committee at CHF
- Member of the Loan Review Committee with the Small Business Center of London Ontario
- Treasurer for North London Minor Hockey Novice Division
- Parent Liaison for North London Minor Rookie Baseball Association

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Lorri Lowe**

City: **London**

Province: **ON**

Postal Code: **N6A6K3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

No previous experience on a London Board or Commission

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a CPA, CMA I would be able to contribute professional financial expertise. I have experience working for provincially funded non-profit organizations including a Crown Corporation. My experience includes financial leadership (Controller, CFO) and organizational leadership (Executive Director).

As a Chartered Director (C. Dir), I would be able to contribute my excellence, understanding and experience in good governance. I have served on several community and professional boards including the position of Board Chair of CMA Ontario and CMA Canada.

This opportunity would allow me to contribute professionally within my local community and to continue to build on my own governance skills.

How will you support the work of a Board or Commission? (max. 3000 characters):

My professional business background along with my professional accounting designation and governance accreditation would allow me to support London Hydro from a strategic governance perspective. I would do the homework and come prepared to meetings in order to properly fulfill the mandate of a Board member: participate in the discussions, ask relevant questions, consider strategic alternatives and vote on issues with the best interest of the organization in mind.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Additional (recent) Board experience:

CMHA Middlesex - Board Director and Treasurer (2018-2020)

CMHA Thames Valley Mental Health and Addiction Services - Finance Committee member (2021-2022)

AMHO (Addictions, Mental Health Ontario) - Board Director 2020-2022

As part of my continuing professional development mandate for CPA, I completed 10+ hours of specific ethics training during 2021-22.

I had the benefit of a personal executive leadership coach and additionally instituted (and participated in) a Leadership Development program for my entire leadership team during my time as Executive Director in 2021.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please

describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

I was the Executive Director of a provincial mental health and addiction information and referral service organization in 2021-22 (previously the CFO). We employed a staff with diverse backgrounds, ethnicity and genders. We also served a diverse population across the entire province.

Myself, along with the entire staff participated in a Cultural and Sensitivity training program in the spring of 2021. Thereafter, an Equity, Diversity and Inclusion committee (comprised of board and staff members) was launched in order to learn, develop and move forward the organization with our commitment to reconciliation, equity and inclusion.

I completed the full Ontario Core Indigenous Cultural Safety Training program in October 2021.

Attach resume or other document here, if needed: **Lorri Lowe CV 2023.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **5/2/2023 3:12:14 PM**

Lorri Lowe, FCPA, FCMA, C. Dir.

Curriculum vitae

London, On N6A 6K3

PROFILE

A professionally designated accountant (CPA, CMA) with demonstrated progressive leadership experience in financial, corporate services and strategic management positions with a specific concentration in the not-for-profit and healthcare sector. I am able to provide added value through my extensive leadership and governance experience from both the volunteer and employee perspective.

CREDENTIALS

Chartered Professional Accountant (CPA, CMA)	2013
Resulting from the unification of the accounting profession	
Chartered Director (C.Dir.) The Directors College (McMaster University)	2012
Certified Management Accountant (CMA) CMA Ontario	1988
Business Administration – Accounting Diploma (3 years) Fanshawe College	1985

PROFESSIONAL EXPERIENCE

ConnexOntario Health Information Services **November 2017 – March 2022** **Executive Director (January 2021-March 2022)**

Strategic leadership and operational oversight of the organization; building and maintaining strategic partnerships with the Ministry of Health, Centre of Excellence, Ontario Health Teams and 811; ongoing collaboration and Connex representation with other partners in the provincial mental health and addictions sector. Provide guidance and mentorship to internal leadership team.

Accomplishments: Development of 5-year strategic plan, leadership and collaboration development program for the leadership team, enhanced collaborative initiatives with Ontario Health and 811, enhancement of social media presence for the organization.

Director, Administrative Services and Chief Financial Officer (November 2017-December 2020)

Oversight of accounting, payroll and annual audit preparation; financial budgeting, forecasting, reporting and analysis. The position is also involved in marketing and advertising and responsible for the management of other administrative services including human resources, facilities management and IT systems administration.

As a member of the Leadership team, offer advice and insight as appropriate and collaborate in the development of thoughtful strategic and organizational development plans and processes.

Accomplishments: Development and successful implementation of a financial deficit recovery strategy, improved the financial reporting & forecasting process to the leadership team/board of directors; developed and presented a financial governance training program to the board of directors; spearheaded (with the assistance of an external consultant) the development and implementation of a workplace culture improvement framework; conducted research and due diligence and then orchestrated an office relocation resulting in a reduced footprint and a projected savings of several hundred thousand dollars over the next 10 years.

South West Local Health Integration Network **February 2016 – November 2017** **Manager, Financial Planning and Analysis (May 2017 – November 2017)**

Manage and supervise the financial planning, reporting, budgeting and forecasting activities, including payroll and accounts payable.

Controller and Manager of Corporate Services (February 2016 – May 2017)

Oversee internal operations including financial management and reporting, budgeting, financial forecasting and analysis, prepare year-end financial statements and audit file, manage the year end external audit process. Other

areas of responsibility include human resources, information technology, procurement, facilities management and privacy (FIPPA). Participate on provincial controller group to advance shared objectives and best practices. As a member of the senior leadership team, provide advice and input to the CEO for strategic decision making. Provide leadership and strategic direction regarding organizational and staff development.

Accomplishments:

Post-Merger: Oversee and lead transitional components of the merger including the integration of the general ledgers and financial reports, operating budgets, payroll system platforms and a stub audit.

Pre-Merger: Participation on the senior leadership team; co-chair the Human Resource work stream in preparation for the merger with the SW CCAC as part of the 'Patients First' MOHLTC initiative.

Executive Director

Maitland Valley Family Health Team (MVFHT) - Goderich

February 2007 – February 2016

Lead a cross-functional health care and administration team. Coordinate annual operating plans, budgets and annual external audits and oversee all facets of corporate finances, human resources, information technology and facilities management. Participate and/or chair multiple committees; direct liaison and reporting to key stakeholders including the MVFHT Board of Directors, MOHLTC and local municipal leadership. Additional roles include that of the MVFHT Corporate Secretary and Privacy Officer (PHIPA).

Accomplishments: Implement initial MVFHT business plan from start-up in 2007. Develop policies, processes and frameworks for accounting, human resources, risk management, privacy, program development and board governance. Establish and facilitate the delivery of the strategic management model/plan and risk management frameworks and training sessions.

Manager

Downtown Goderich Business Improvement Area (BIA) - Goderich

February 2005- February 2007

Provide the necessary leadership, communication and knowledge of budgeting and organizational structures for the BIA including leading the Board and membership through the strategic planning process and develop a performance measurement scorecard. Work with local businesses, property owners and municipal leadership to develop and implement strategies for revitalization in the downtown core and to drive further economic development in the area.

Principal

Success Management Consulting - Goderich

January 2003 – September 2007

Provide business advisory services to clients of Self Employment Benefit program through Service Canada. This included reviewing and offering recommendations for business concepts/business plans for small start-up businesses and thereafter provided ongoing mentoring in all aspects of their businesses for the ensuing year.

Controller/Manager of Finance and Membership Development

The London Club Limited - London

February 2000-April 2002

Design financial reporting structure, prepared, analysed and presented all financial, statistical and membership reports to the Board of Directors. Coordinate operating and capital budgets and cash flow projections. Supervise accounting and administrative functions, developed employee handbook and advise on membership development and marketing plans.

Administration Manager

Air Liquide Canada Inc. - London

July 1996 – February 2000

Coach and supervise the Finance/Administrative Team(s) and provide operations, production and sales team with guidance, information and support in order to meet financial goals of the centre. Co-ordinate business plans, annual budgets and financial reports for the five sites within southwestern Ontario. Develop and implement internal control processes.

Accountant

Alexandra Marine and General Hospital – Goderich

January 1991 – March 1996

Integrate Ministry of Health mandated chart of accounts and chart of statistics into the existing accounting structure and implemented multi-user financial system including: general ledger, accounts receivable and accounts payable modules. Prepare/analyze financial and statistical reports for reporting to the Ministry of Health/AMGH Board of Directors. Co-ordinate and ensure the completion of all month and year end activities and prepare annual returns. Established internal audit controls within various departments.

PROFESSIONAL ACHIEVEMENTS & CERTIFICATIONS

Received Life Member status with CPA Ontario	2014
Awarded Fellowship (FCMA) from the Society of Management Accountants of Canada In recognition of career achievements, contributions to the profession and to the community (FCPA) added as a result of unification of the Accounting Profession in Canada	2006 2014
Recipient of the Government of Ontario Volunteer Service Award In recognition of commitment to volunteerism	2006
Recipient of the Society of Management Accountants of Ontario Award Highest Overall Average in Business Accounting Program Graduating class	1983 – 1984

COMMUNITY/ VOLUNTEER INVOLVEMENT

AMHO	Board Director	2020-2022
CMHA Middlesex	Board Director & Treasurer	2018 - 2020
CPA Canada	CPA Canada FCPA Selection Committee	2017-2019
	CPA Canada Volunteer Awards Selection Committee	2016
CMA Canada	Chair – Board of Directors	2013 - 2016
	Vice Chair – Board of Directors	2011 - 2013
	Board Director	2008 - 2016
	Trustee – CMA Canada Research Foundation	2009 - 2011
	National CPA Merger Steering Committee	2012
CMA Ontario	Chair, Nominating Committee	2006 - 2007
	Chair, Board of Governors	2005 - 2006
	Co-Chair Finance & Programs Committee	2002 - 2004
	Director - Board of Governors	2001 - 2007
Society of Management Accountants of Canada- Ontario (London Chapter)	Chapter Chair	1999 - 2000
	Director	1990 -1993, 1996 - 2001
Ontario Medical Group Management Association	Annual Conference Co-Chair	2012
	Board Director	2010 - 2011
Alexandra Marine and General Hospital	Governance Committee member	2006 - 2009
	Chair, Governance Committee	2009 - 2011
	Board Director	2006 - 2009
Huron Business Development Corporation , Board Director		2005 - 2007
Goderich & District Chamber of Commerce , Board Director		2004 - 2007
Huron United Way , Allocations Committee Review Panel		2004
Rotary Club of Goderich , member		2002 - 2008
Ministry of Economic Development and Trade , Judge for secondary school business planning competition		2004 - 2005
Junior Achievement of London , Program & Corporate Advisor		1988 - 1990

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Margaret (Marg) Parks**

City: **London**

Province: **ON**

Postal Code: **N6P 1G1**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Children's Aid Society of London Middlesex

In 2018 I joined the board of The Children's Aid Society of London Middlesex. I have spent my time on this board being on all 3 of the committees, which are finance, strategy, and quality. For the last 3 years I have served as Vice Chair for the Board. Effective with the upcoming term, I am Chair of the Board. This Board is a Governance Board which reflects appropriately the type of work done with the London Hydro Board. I am now in my 6th year with the Children's Aid Board, and have found the experience both gratifying and educational.

I have worked on several projects with this Agency - including Development of a new Strategic Plan in 2020, Leading a team to hire a new CEO in 2022, Technology reviews in 2019 and 2020, and Financial Strategies in 2019, and 2022.

Big Brothers Big Sisters of London

I was a Director on this Board of this organization (Big Sisters at the time) from 2004 to 2009. At the same time I was a Big Sister for a very troubled and challenged teenage girl, who has now grown into a wonderful young woman. I was very active in the organization and supported all activities that inspired community involvement and contributed to the well being of the community we served. I spent 2 years as Vice Chair of this Board. I continue to support this organization with their fundraisers.

My Sisters Place

I represented the Strategy Committee to the CMHA Middlesex Board. I worked with the team at My Sisters Place from 2016 to 2019. I found this involvement a fabulous way to contribute to the well being of many of the citizens of London. I continue to support this organization with their fundraisers.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I believe there are many key ways that I could make a strong contribution to the Board at London Hydro. I have a strong technical background and I have worked extensively in the Hydro industry. This includes the nuclear industry with Bruce power.

Throughout my career I've been a team leader responsible for delivery of projects to several hydros including London, Hamilton, Mississauga, (Alectra), OPG, Nova Scotia Power and Hydro Ottawa to name some. I have been close to application development projects and the growth of these systems within the Hydro businesses. I have also worked on building ERP systems and implementing Call Centres.

Throughout my career, I have had extensive executive and management training and leadership training. This allows me to bring strong experience for this position.

I have always been well respected by my peers, employees and senior executives with whom I have worked. I believe this is the result of a number of factors. I work hard to deliver results. I always maintain an appropriate sense of humor. I am always sensitive to the needs of everyone on the team.

I have worked collaboratively with industries inside and outside the corporate

environment.

I enjoy strategy and the “big picture”. I want to contribute as part of the London Hydro team as you move into the future.

I believe that my history working with Hydro Companies, and a strong understanding of regulatory rules are key factors that will contribute to my success, if I am a Board Member for London Hydro.

I think these values align nicely with the London Hydro values of respect for everyone, trust in each other, and to give time to people to do their jobs.

It is my wish to give back to my community as best as I am able.

How will you support the work of a Board or Commission? (max. 3000 characters):

I believe I can make a contribution and support the work of the London Hydro Board with the following areas of focus.

First: Be attentive to the ROI, and do this by bringing good skills to the table, and asking questions to support the CEO. London Hydro is currently a strong asset to the City of London with the strong revenues and positive returns while maintaining high levels of customer satisfaction. This needs to continue.

Second: I believe as a Governance Board, it is a requirement to provide oversight of the CEO. I believe this is accomplished through reviews of the strategies, the action plans that are in place and under development, and supporting processes and activities that run the business.

Third: It is always helpful and key to support the business by asking intelligent questions. Strong governance is essential to ensure that all facets of London Hydro produce results, including Financial, Service, and Customer Management. London Hydro with over \$500 million in total revenues delivers a strong return. The assets that London Hydro controls are a huge benefit to our city. The excellent customer satisfaction ratings are essential to maintain.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I had the fortunate experience of a strong career in the high tech sector. I have had extensive Executive Management, Leadership and Training experience with IBM Canada. I will highlight 3 areas that describe my capabilities

1 - I have a strong technical background and I've worked extensively in the Hydro industry.

2 - I've been the team leader responsible for delivery of projects to several hydros including London, Hamilton, Mississauga, OPG, Nova Scotia Power and Hydro Ottawa. This includes everything from building application development systems to ERP's, and Call Centres.

3 - Personal work ethic and integrity are values that I hold in high regard. I am committed to doing a top quality job with any undertaking. I get involved with work and feel great satisfaction in delivering a successful work result.

Additional Supporting Information

One exciting project that I completed was to start and grow a computer training and development business for IBM. In order to do this I had to hire a team and implement processes to run a successful and profitable business. This required strong leadership and lots of hard work. Every single process we started was new and the business was built from the ground up. I hired staff who understood what their jobs were and expectations were clear. We started and grew a very successful business model. This was one of my real accomplishments.

As I stated earlier I have had direct experience working with many of the Hydro companies. I have knowledge of London Hydro technologies. Because I am familiar with them I believe I can bring strong oversight and help guide London Hydro.

My community involvement with the Children's Aid Society of London Middlesex has been instrumental in developing my knowledge of the greater London Community. As we deal with families and individuals from all diversities and all communities, we work effectively to ensure their safety and secure the well being of everyone we serve.

In 2022 I led the Executive Search Committee at the Agency to successfully recruit and hire our new and current CEO.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

I absolutely support diversity and inclusivity. Personally this is a core value of which I am proud.

I have the experience of working with the London community in a very diverse environment at Children's Aid. The communities we serve are multiple and we acknowledge and work well to respect every community and their values. I have participated in several events with such welcoming teams within the Indigenous and Muslim Communities.

I have always been a proud supporter of the LGBTQ Community and learned this value early in my career at IBM. IBM was first as a large tech corporate company to march proudly in the Pride Parade and demonstrate this example to the entire workforce and greater community.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Conference or networking event**

If you selected 'Other', please specify:

Submitted on: **5/18/2023 10:05:49 PM**

Marg Parks

London, On N6P 1G1

Marg Parks is a retired IBM Executive who enjoys spending her time actively in the London Community. During her IBM career, Marg had increasingly responsible positions in Marketing, Sales, Strategic Planning, Executive Management, Consulting, Human Resources, Business Operations and Change Management.

Marg has extensive Board Governance Experience and has been a Director of the Board for Children's Aid of London Middlesex since 2018. She is the incoming Chair of the Board in 2023. Marg has also worked on Boards for Big Brothers Big Sisters of London and My Sisters Place.

Marg is a results orientated executive with strong people skills and success in tackling challenging transformation issues. She is highly regarded for her ability to lead in complex environments with multiple stakeholders. During her career, Marg was promoted to executive positions of increasing responsibility. Marg has strong Marketing, HR, Operations and Financial Management skills combined with an entrepreneurial flair.

Marg brings a strong work ethic and high energy. Over her career, Marg gained proven experience in consulting, restructuring, and developing teams to deliver results. Marg is a seasoned Marketing executive, and developed Marketing plans for IBM hardware and software products. Marg was responsible for deal making and contract negotiations. She was also responsible for the development of business partner relationships. She is respected for her results driven approach. Marg is recognized as a strong people leader who creates high performing teams with an eye for developing talent.

Marg has developed advanced technical expertise in areas of Financial Processes and Mobile Technologies. She directed several very successful client initiatives in these areas.

Specialties:

- ★ Marketing – Planning and Execution
- ★ Leadership of high-performance teams
- ★ Strategic Planning
- ★ Change Management
- ★ Business and Financial Operations
- ★ Contract Negotiations
- ★ Strategy
- ★ Executive client relationships
- ★ Collaborating
- ★ Mentoring
- ★ Communication

Summary of Career Experiences

Marg is an accomplished senior executive and marketing leader within the Canadian Information and Technology Industry. She has established a track record of developing creative business and innovative solutions to accelerate change. Marg brings a broad spectrum of organizational and solution skills developed through various management responsibilities.

Business Executive Manager – for IBM London, and South Western Ontario: 2008 - 2015

Responsible for the marketing / sales and implementation of IBM's Products and Consulting Services with revenues in excess of \$10 Million annually, and representing IBM Canada into the community as the Senior Location Executive.

Business Leader – for IBM Southwestern Ontario, (London, Windsor, K/W, Hamilton): 1998 – 2008

Responsible for growth and development of Consulting Professional Services to all clients. Managed revenues over \$10 Million annually.

LGS – an IBM Company – General Manager and Business Sales Executive – 1996 – 1998

IBM Education & Training Manager – 1993 – 1995 Marg opened and managed Polar Bear Training Offices in London Ontario. This was an IBM Training Company. Marg was responsible for the successful launch of the business including all staffing, course development and delivery to clients.

Additional Related Experience

TRAXIS - 1995 – 1996 Marg was the General Manager of TRAXIS, a Software Development Company in Mississauga. During this time Marg was responsible for managing all aspects of the business including Sales (\$5 Million annually) Financial Management and HR.

Education

IBM Education & Training every year (over 30 years) – including Harvard Courses, Executive Management Development, and Marketing Training.

Laurier Business Certificate in Entrepreneurial Studies 1996

Board Training as a member of Big Sisters of London

2018 and 2020 – Board Training Certification Courses with Capacity Canada & Manulife, on the subject of Board Governance Training.

Personal Interests

Currently with Children's Aid of London Middlesex - Director on Board from 2018

Additionally - 2023 Incoming Board Chair for Children's Aid of London Middlesex

Policy Advisory Committee & Board for My Sisters Place, in London

Past VP and Board Member of Big Sister Big Brothers London On

I have a special interest in the growth and development of youth and have stayed active in the Big Sister Program for 20 years. I worked on the Board for 8 years, and was part of every committee at some point. I was Board Vice President for a period of 2 years.

I have participated in several Habitat for Humanity builds, and led the United Way Corporate effort locally.

I have travelled extensively, and plan to happily continue.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Robert C Watson**

City: **Oakville**

Province: **ON**

Postal Code: **L6M 0E3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have not been on a London Board or Commission

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

Throughout my over 30 years of Board and Executive experience, I have a track record to help build organizations in improving accountability, exceeding fiscal and strategic goals with strong corporate governance and " worlds best culture. I can bring that to London Hydro in a collaborative and measured approach.

How will you support the work of a Board or Commission? (max. 3000 characters):

With experience in public, private, government and regulatory organizations across five industry sectors (Communications, Utilizes, Energy, Manufacturing, Mining). I will support the Board and Shareholder with my direct knowledge and governance experience.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I have direct training and experience in Public Policy, Diversity, Indigenous Relations, Cyber Security, Internet of Things(IoT), Privacy, AI(Artificial Intelligence) and modern construction practices in utility and fibre projects.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

My tenure in Saskatchewan with SaskTel and SaskPower, as well as my Board responsibilities at municipal companies in Thunder Bay, Oshawa and Kincardine allotted me the opportunity to learn about diversity and Indigenous Relations at every level. This gave me the opportunity to help formulate and implement new policies and direction to ensure we were a fully inclusive organization.

Attach resume or other document here, if needed: **Robert Watson bio July 2019 (1).pdf**

Attach more files here, if needed: **ROBERT WATSON PROFESSIONAL PROFILE 2019 (1).pdf**

Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Conference or networking event**

If you selected 'Other', please specify:

Submitted on: **5/16/2023 10:22:08 AM**

Robert C Watson

Corporate Director

Mr. Watson currently serves as Chairman Bruce Telecom. He also serves as a board member for Oshawa Public Utilities and NA Helium. Previously Chief Executive Officer ITAC (Information Technology Association), Chief Executive of the Bermuda Regulatory Authority, CEO SaskPower and CEO of SaskTel. Prior to that he held several senior executive positions in the Canadian communications industry. Mr. Watson is a graduate in electrical technologies from Ryerson University. He has attended the international executive development program at the INSEAD Centre in Fontainebleau, France, as well as the executive management program at Ashridge Business School in the United Kingdom. He also holds an ICD.D designation from the Institute of Corporate Directors.



In the community, Robert is a recipient of the Saskatchewan Centennial Medal and the Ryerson Alumni Award of Distinction. Previously Chairman Prostate Cancer Canada, and a Board member, One Life Makes a Difference and Dean's Council for Ted Rogers School of Management.

ROBERT C WATSON'S PROFESSIONAL PROFILE

*A strategic leader and business advisor recognized for aggressive business plans to increase value while achieving positive margins. Possess a proven track record for improving efficiency, and delivering leading customer satisfaction and retention. **Core competencies include:***

Visionary Leadership · Strategic Business Planning · Establishing Global Business Alliances · Change Management · Acquisitions and Mergers Expertise · Government and Shareholder Relations · Market Identification · Operations · Technology Development · Very Large Capital Projects

EXPERIENCE

- ❖ Executive Management Experience
 - Chief Executive Officer - Information Technology Association
 - Chief Executive Officer – Regulatory Authority Bermuda
 - President and Chief Executive Officer – SaskPower
 - President and Chief Executive Officer – SaskTel
 - President and Chief Executive Officer – ACC Telenterprise
 - President and Chief Operating Officer – STN
 - President – Shaw Fiberlink / Shaw Mobilecomm / WIC Connexus
 - Chief Quality Officer/Executive Vice President – GT Group Telecom
 - Executive Vice President – Cable and Wireless

- ❖ Two Industries: Energy and Telecommunications
- ❖ Three Sectors : Public , Private , Regulatory

- ❖ Private and Public Sector Experience
 - Private sector, publicly traded organizations
 - Competitive, Government-owned Crown Corporations in a regulated environment , requiring a balanced approach to public policy and profit-driven initiatives

- ❖ National and International Business Operations Experience
 - Canada, US, Tanzania, Dubai, Trinidad, Bermuda , etc.

- ❖ Extensive Merger, Acquisition, and Divestiture Experience
 - Led multiple company acquisitions, one corporate merger, and several divestitures
 - Subsidiary and corporate investment portfolio management

- ❖ Partnership Development Experience
 - Joint venture creation and management experience

- ❖ Investor Management and Public Offerings Experience
 - Completed a fully subscribed initial public offering (IPO) and share offering road show

- ❖ Industrial Relations/Union-Management Experience
 - Successful completion of several collective bargaining agreements

- ❖ Governance and Shareholder Relations Experience
 - Corporate Governance Training and Board Relations/Investor Relations experience

EDUCATION AND TRAINING

Institute of Corporate Directors Certified Directors Designation (ICD.D)

Directors Education Program, Haskayne School of Business - University of Calgary

International Executive Development Program

INSEAD Institute, Fontainebleau, France

Executive Management “Market Focus”

Public Affairs Media

Ashridge College, United Kingdom

Executive Development

American Management Association

Graduate of Electrical Technologies

Ryerson University, Toronto, Ontario

Recipient

- Saskatchewan Centennial Medal
- Ryerson Alumni Award of Distinction

DIRECTORSHIPS AND AFFILIATIONS

Currently:

- Chairman , Bruce Telecom
- Member , Institute of Corporate Directors
- Director , NA Helium
- Director, Oshawa Public Utility

Formerly

- Director Canadian Nuclear Association, Canadian Energy Council
- Director/Chairman Prostate Cancer Canada
- Director Canadian Electrical Association
- Chairman, DirectWest,/HospitalityNetwork/ SecurTek
- Director, Canadian Wireless Telecommunications Association
- Director, Competitive Telecommunications Association
- Chairman ITAC
- Charitable Programs: Salvation Army, Share Life,One Life Makes a Difference
- Director, The Conference Board of Canada

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Tim Watson**

City: **London**

Province: **ON**

Postal Code: **N6K 4J3**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I grew up in London, Ontario and completed my HBA degree at Ivey Business School (gold medalist, Finance). After graduating, I worked throughout North America, living in Toronto, Calgary, San Francisco and Houston. We moved back to London in 2022 to settle down and be closer to immediate family. Therefore, I have not yet been on a City of London Board or Commission.

However, in my recent role as CFO and Executive VP for AltaGas, I served on a number of for-profit boards, helping to oversee both its regulated utility LDC assets as well as its various non-regulated energy infrastructure assets and joint ventures.

I have also been actively involved with several not-for-profit boards over the past 15 years, including roles as President, Vice Chair and Finance Committee Chair. These have included a premier family sports club and independent university preparatory school in Calgary. Currently, I am a member of the Finance and Audit Committee for CFA Society Toronto.

I was granted the ICD.D designation by the Institute of Corporate Directors after completing the ICD-Rotman Directors Education Program and examination process, and continue to take courses for emerging governance issues. This spring 2023, I took the Institute's Digital Transformation From The Boardroom course, and plan on continuing to take additional courses from the ICD. As a result, I am very familiar with key corporate governance issues.

I have considerable experience advising Boards and executive management teams throughout North America on strategic M&A, advisory and financing transactions as an investment banker. When advising boards on transactions such as the historic restructuring of Canadian Pacific into five separate companies, or assisting TransCanada or Enbridge on strategic initiatives to restructure major assets or the entire company, I worked closely with the Board, its chair as well as senior management.

As a senior executive, I presented to and advised the AltaGas Ltd. Board and its audit committee at regularly scheduled and special board meetings on:

- **Quarterly financial updates**
- **Major acquisitions: \$9 billion U.S. regulated utility acquisition, US\$850 power acquisition**
- **Major dispositions: over \$5 billion**
- **Financings: over \$4 billion of financings**
- **Project approvals for new greenfield energy infrastructure projects**

CFOs must understand key governance issues. I met regularly each quarter with key external stakeholders, including equity and debt investors in North America, Europe and Asia, as well as credit rating agencies, proxy advisory firms and research analysts. Being aware of key emerging governance trends, and addressing them directly with key stakeholders, was essential. Also at AltaGas, I served on various internal committees dealing with governance and other key matters. I was Chair of the Capital Asset, GAAP, and SOX committees. I was an active member of the Commodity Risk, Enterprise Risk Management, Capital and Disclosure committees.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am a strategically focused, results-oriented executive with a unique combination of senior leadership roles in both:

- **the corporate sector (Finance, Corporate Development); and**
- **the financial services sector (Canadian and US banks), including 25 years of structuring transactions globally, exceeding \$200 billion in value.**

Implementing governance best practices is more important today than ever before.

During periods of significant change in an industry, appointing qualified board members with the skills and experience that match the company's needs is critical. This is particularly the case with utility LDCs, given the growing number of disruptive factors emerging, which may have a material impact on the LDC business model and strategy

- **New technologies are causing changes to the traditional LDC distribution model (micro grids with distributed generation, battery storage, community net-metering, remote telecommunications, electric vehicles, transition from gas in new-build housing, unpredictable sources of new electricity supply, and big data)**

- **LDC governance is now subject to regulatory oversight**

- **Ontario LDCs have undergone significant consolidation this century. Mergers can be complicated in terms of corporate governance, people management and systems integration**

- **Increased consumer choice for electricity**

- **Cyber security in the energy utility sector is becoming increasingly important**

These emerging developments require LDCs to evolve and develop new business models in more competitive markets, which increases business risk. LDC boards will need to be equipped to oversee this increased risk, ensure that the underlying management team is prepared, and potentially monitor an expanded range of business activities by the LDC. My work experience with deregulating energy markets, and familiarity with both the regulated and unregulated parts of the energy infrastructure industry, can support the oversight provided by London Hydro's board. I have advised cities and governments dealing with these issues, and have also worked as a senior executive in a large utility that experienced these issues.

My formal training and past business and board experience will enable me to exercise effective governance over a number of key functions of London Hydro's business, including financial management and audit, risk assessment, strategic planning, asset planning, regulatory and public policy activities, and executive compensation.

I would like to better learn what Vinay Sharma and his team are planning to maintain London Hydro's low risk distribution operations and grow new initiatives (Green Button), while working within its current size and geographic diversity constraints. I can assist with ensuring that there is full alignment across different stakeholder interests (maintaining control, dividend, business growth). My experience can be beneficial as different corporate structures are considered to support London Hydro's growth.

How will you support the work of a Board or Commission? (max. 3000 characters):

For 32 years, I was a senior executive officer, serving as the CFO and Executive Vice President of both AltaGas Ltd. and JANA Corporation, and a senior Managing Director at several large investment banks. This firsthand experience both within a regulated energy infrastructure company and as a financial advisor to many energy companies positions me well for understanding the key issues facing London Hydro today.

AltaGas is a major publicly-traded North American infrastructure company with assets of \$22 billion, EBITDA of \$1.3 billion, with 3 business lines (Regulated Utilities, Midstream, Power) and an annual capital budget of +\$1 billion. I reported directly to the CEO, with overall accountability for Finance and Corporate Development (M&A). My areas of responsibility included Treasury/Capital Markets, Control/Accounting, Strategic Planning, Budgeting, Risk, Tax, Insurance, Investor Relations and Corporate Development. As EVP, I had 7 vice presidents reporting directly to me, and 115 people overall.

Regulated distribution utilities were the largest business segment at AltaGas, with a rate base of \$4.5 billion located in Alberta, BC, Nova Scotia, Michigan, Alaska, Virginia, D.C., and Maryland. I oversaw the capital allocation, revenue requirement, rate regulated model and accounting for these utilities.

At AltaGas, we closely followed the wave of disruptions impacting the energy sector, including electric and gas utilities. With major assets in some of the fastest deregulating jurisdictions (California, Alberta), we saw firsthand some of the issues related to distributed generation, virtual net-metering, energy storage, electric vehicles and data management.

As a senior investment banker, I worked with RBC Capital Markets in Toronto, Calgary, Houston and San Francisco, and lead its US energy M&A group. I was also a Managing Director with CIBC World Markets (Calgary), and the Head of Canadian Energy Infrastructure investment banking for Bank of America Merrill Lynch. I covered clients across the entire energy value chain, from midstream (pipelines, NGLs, gas storage, export terminals) to exploration and production companies to electric power (distribution, transmission, generation) including renewable power, battery storage, clean hydrogen.

I have experience with government-owned and closely-held businesses. At RBC, I worked as advisor to Edmonton in assessing the various strategic alternatives for its ownership of EPCOR, the integrated city electric utility. I also worked on several financing transactions with ENMAX, the regulated distributor and retailer of electricity for Calgary.

I worked on major corporation privatizations including the IPOs of Petro-Canada and Nova Scotia Power, and advised the federal gov on restructuring Canada Post and its Purolator acquisition. I have advised state-controlled companies (Petronas, GDF, KNOG) and advised closely-controlled Canadian Utilities on its sale of 1 million electric and gas customers.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I am a Chartered Financial Analyst (CFA) and Certified Director (ICD.D) with the Institute of Corporate Directors. In addition, I have completed the Chartered Investment Management program, 4 of 6 levels of the Chartered Business Valuators program, the Advanced Certificate in 3H Financial Planning (FP Canada), Knowledge Bureau's Professional Income Tax Courses (Basic and Advanced), as well as executive education programs at Harvard, Wharton, Kellogg, Ivey and Rutgers.

I have deep knowledge of global financial markets. My M&A track record in North America and globally has included work with large/small companies across many different industries, as well as work with crown corporations and municipally-owned utilities. In these roles, I have been a trusted strategic advisor to CEOs, senior executives and Boards.

My experience in strategic planning and corporate development can meaningfully contribute to the board as it works with London Hydro's mgmt team to shape the LT strategic direction. At AltaGas, I had leadership of overall M&A strategy, including active review and pursuit of corporate/asset acquisitions in the regulated utility, midstream, and power sectors throughout North America. My corporate development team maintained the consolidated corporate LT plan. We undertook strategic reviews of the utility and gas businesses. More robust revenue, cost and capital efficiencies in the utilities group were initiated to improve utility capital spending and returns.

At AltaGas, I sat on JV partner boards to manage the relationship and grow the underlying ventures. With multiple partnerships involving global infrastructure third parties (Idemitsu, Royal Vopak, Petrogas), AltaGas had a complex corporate structure. I have been trained and worked in environments that are highly focused on financial risk management, based on both internal and external risk sources. All of my board roles have involved aspects of risk management, oversight and control. As CFO of AltaGas, I was responsible for certifying the financial statements and internal control over financial reporting. In collaboration with Internal Audit at AltaGas, I helped to establish a new Enterprise Risk Management group, which reported up through me, with the objective of moving to a more systematic integrated approach to ERM to underpin key future strategic decisions. I also sat on AltaGas' Risk Committee which reviewed all key risk exposures. The Vice President, Risk reported directly to me.

As I have done in other cities where I lived, I am to be involved in the local community. I am currently having discussions with the London Community Foundation to join their committees and board, as well as RH Accelerator which helps local early-stage companies. I am in process of joining London Hunt Club. On a part-time basis, I have been mentoring students by teaching M&A and Banking courses at Ivey Business School. I am the treasurer of my son's London Junior Mustangs and Junior Knights hockey teams.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

I have a passion for using finance and strategy to make a difference, and importantly, I have the time and availability to back this commitment.

I have been privileged to have been able to work and live in a number of different locations throughout my business career. This has provided a unique perspective on the different issues, both good and bad, that impact communities, as well as seeing the support structures that can be employed to address the most pressing needs. I have been involved with the United Way as a patron, and have also supported other institutions such as the Banff Centre for Arts and Creativity.

At AltaGas, giving back to the community was an important value and practice. Corporate philanthropy included firm-wide support for the United Way, and sponsorship of Cross Country Canada. Open, respectful and inclusive relationships with Indigenous Peoples was a major part of AltaGas' business practices, and this included mutually beneficial arrangements involving minority groups as joint business partners and employment commitments for minorities.

London Hydro is a very important corporate citizen in London, and its employees model this behaviour through the support they directly provide. From a top-down perspective, the Board can engage with senior management to review how the corporation can allocate its resources in the community. Strategic sponsorships or collaborations with other organizations in the community could be considered, such as partnering with an organization like London Community Foundation on its Vision SoHo Alliance involving a large affordable housing development. Direct engagement with employees to better understand how they would like philanthropic capital to be allocated could be undertaken.

Given my diverse background and experience with many different types of companies in this sector, I would like to share some perspective, and have an open discussion on best practices and the approaches that other comparable companies are taking to support diversity, equity and inclusion in the workplace. Encouraging more benchmarking in order to compare and learn from what other companies are doing would be a good first step. This would create a base line and allow London Hydro to benchmark its processes and policies to understand what gaps exist, and what actions should be prioritized. Peer companies such as Hydro One, though different in size and scale, can be used to identify different practices to consider.

Attach resume or other document here, if needed: **CV and Board Profile (Tim Watson).pdf**

Attach more files here, if needed: **Skills Summary (Tim Watson).pdf, Cover Letter (Tim Watson).pdf, References (Tim Watson).pdf**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **5/15/2023 2:10:23 PM**

May 15, 2023

City of London
300 Dufferin Avenue
London, Ontario N6B 1Z2

Re: London Hydro Board of Directors

Dear Sirs/Mesdames,

I am eager to actively contribute and lend my expertise to the London community, to help it grow and develop further. With my unique qualifications and differentiated expertise, I am confident that I could add significant value as a board member, appointed by the City of London, to represent its interests and all citizens in London Hydro. London Hydro is an important driver of London's overall economic well being, and it is a valuable community-owned utility. Its operating performance and financial strength have been strong, and it will be important for the Company to continue to evolve as the electric industry faces impending change.

By way of introduction, I have had a unique combination of senior leadership roles over the past 32 years in both:

- (i) the *corporate sector* (CFO and executive vice president in charge of corporate development in large and small, publicly-traded and private companies); and
- (ii) the *North American investment banking sector* (analyzing, originating, negotiating, structuring, and executing complex equity, debt and M&A transactions in the energy infrastructure industry for public and private companies as well as governments)

My primary industry focus has been the energy infrastructure sector, which includes regulated gas and electric local distribution companies, oil and gas pipeline companies, power generation including battery storage, midstream and energy production.

After growing up in London and graduating from Ivey Business School, my 25-year investment banking and corporate finance career was based in Toronto, Calgary, Houston and San Francisco, with RBC, CIBC and Bank of America Merrill Lynch. During that period, I was in charge of RBC's energy M&A strategy in the US, and was head of Bank of America Merrill Lynch's energy infrastructure group in Canada.

I transitioned from investment banking to the corporate sector at the beginning of 2015, joining a client (AltaGas Ltd.) first as the Executive Vice President for Business Development, and then as Chief Financial Officer. AltaGas is a large publicly-traded regulated utility and midstream company, having \$22 billion of assets throughout North America with an enterprise value (debt plus equity) of over \$17 billion and EBITDA of \$1.3 billion at that time. Its regulated energy distribution utilities were in Alberta, BC, Nova Scotia, Alaska, Michigan, Virginia, DC and Maryland, with a rate base of approximately \$4.5 billion. My team of direct and indirect reports totaled 115 people, and I oversaw Financial Reporting, Financial Planning & Analysis, Enterprise Risk Management, Treasury, Investor Relations, Tax, Insurance, as well as Corporate Development (corporate/asset acquisitions). I also helped to lead the capital budget process which exceeded \$1 billion annually, and the strategic long-term plan. During my 5 years at AltaGas, we undertook significant changes. I helped to originate, complete, and integrate the \$9 billion acquisition of a publicly-traded regulated US utility (WGL Holdings – regulated rate base of \$2.6 billion) in 2018, and lead the US\$4.95 billion bridge financing for this acquisition in addition to a \$2.6 billion equity offering and \$4 billion of asset sales. We also undertook a \$900 million

subsidiary IPO to help finance the transaction, by spinning the Canadian regulated LDC utility businesses and hydroelectric/wind power assets into a new publicly-traded energy infrastructure company called TriSummit Utilities. AltaGas had \$6 billion in consolidated bank facilities in Canada and the U.S., and was very active on the financing front, completing \$740 million of common equity financing, \$500 million of preferred share financing, \$400 million of long-term debt, as well as planning US\$ term debt and hybrid security offerings. During this time, I helped to implement changes to financial planning, enterprise risk management, investor relations, insurance and financial reporting. In particular, we improved our financial forecasting and budgeting. My role as CFO involved presenting at all major equity and debt conferences, as well as meeting equity and debt investors on a one-on-one basis in North America and Europe, along with the CEO. I also chaired AltaGas' GAAP, Capital Asset and SOX committees, and was a member of the Risk, Enterprise Risk Management, Capital Review and Disclosure committees. Overall, we significantly reshaped the company and its North American asset base while I was there.

In late 2019, I moved with my family back to southwestern Ontario, where we both grew up, to be closer to both sides of our extended family. I joined a private software company (JANA Corporation) in Toronto as its CFO. During that time, while reporting directly to the founder/CEO, I helped JANA undertake significant financing, a corporate restructuring, as well as building its financial reporting, strategic forecasting and risk management capabilities, to support its strong growth. In my two years at JANA, the Company grew from 43 to over 115 full-time employees. Later in 2021, I stepped away from JANA as I wanted to retire from active full-time roles to focus on selected personal pursuits and community involvement, including being closer to immediate family in London.

I am certified as a Chartered Financial Analyst (CFA) and as a Certified Director (ICD.D) with the Institute of Corporate Directors. In addition, I have a number of other certifications and have completed several executive education programs, as noted in the enclosures to this letter.

Currently, I am on the Finance & Audit Committee for the Toronto CFA Society. In addition, I have over 10 years of experience serving on both for-profit and not-for-profit boards, where I have helped to manage significant change, including serving as President and as Chair of the Audit Committee for several non-profit organizations (sports facilities, schools). Details can be found in the enclosures to this letter.

With 32 years of finance, regulated energy LDC utility, and power generation experience, working with a wide variety of organizations as both a principal and as an advisor, I have a deep base of experience to offer. I have a passion for using finance and strategy to make a difference. Importantly, I have the time and availability to back this commitment, and am confident that I can add value to London Hydro's board of directors. I would be pleased to discuss this matter further with you, A list of references is included in the enclosures to this letter.

Yours very truly,

Tim Watson, CFA, ICD.D

Enclosures:

Curriculum Vitae and Board Profile
Skills Summary
References

TIM WATSON, CFA, ICD.D

BOARD PROFILE

Experience includes both not-for-profit and for-profit Boards and organizations:

- **CFA Society Toronto (2022):** Finance & Audit Committee member
- **AltaGas US Holdings Inc. (2018-2019):** board member for AltaGas subsidiary that owns AltaGas' US utility business (DC, Maryland, Virginia, Michigan and Alaska)
- **WGL Holdings Inc. (2018-2019):** board member for AltaGas subsidiary that owns Washington Gas Light Company, which owns regulated gas utilities in DC, Maryland and Virginia
- **Petrogas Group (2019):** board member and shareholder representative for AltaGas' 33% interest in Petrogas, which is a North American energy infrastructure and marketing company
- **Ridley Island Propane LPG GP Inc. (2017-2019):** board member for the joint venture project company owned by AltaGas (70%) and Royal Vopak N.V. that owns and operates the Ridley Island Propane Export Terminal
- **AltaGas Idemitsu Management Inc. (2015-2019):** Shareholder representative and director of AIMI, which is the general partner of a partnership between AltaGas Ltd. and Idemitsu Kosan Co., Ltd. which owns LPG and LNG assets in North America
 - Make decisions for various operating subsidiaries and participate in corporate governance matters
- **West Island College (2014-2019):** Vice Chairman, and Finance Committee Chair. Board implemented two major multi-year initiatives:
 - Implementation of an Advancement Program (first in the school's history), requiring a cultural shift toward more aggressive fundraising to diversify and strengthen financial base
 - Development of a new Five Year Strategic Plan, including new branding, followed by an assessment of future capital expansion alternatives
 - Replacement of CEO (2018)
 - Key corporate governance upgrades completed, including institution of formal performance review process for Head of School, review and update of Board bylaws, implementation of a formal Board of Directors performance review
- **Calgary Winter Club (2008-2014):** 2 three year terms, culminating with roles as Chair of Finance Committee and then President in final year (2014). Very active Board which oversaw:
 - Complete revamp of corporate governance and reporting model between Board and Management
 - Rejuvenation of most of senior management team to effect change
 - Planning and completion of \$23 million expansion to facilities (largest project in Club history)
 - Implementation of a long-term strategic plan including groundwork for future expansions;
 - Significantly strengthened financial position, and acceleration of new memberships
 - Oversight for a cultural shift involving enhanced services and amenities for members
 - Increased outreach to key stakeholder groups (members, shareholders, staff) through the use of regular surveys and feedback mechanisms

TIM WATSON, CFA, ICD.D

EXPERIENCE ADVISING BOARDS

Presenting to and advising AltaGas Ltd. Board at regularly scheduled and special board meetings from 2015 – 2019 (average 10 per year)

- Quarterly financial updates
- Major acquisitions: \$9 billion WGL acquisition, US\$850 power acquisition
- Major dispositions: over \$5 billion from 2017-2019
- Financings: over \$4 billion of financings from 2015-2019
- Project approvals for new greenfield projects, including Townsend, North Pine and Ridley Island Export Terminal

Presenting to and advising JANA Corporation Board at regularly scheduled board meetings from 2019 – 2021

- Quarterly financial updates
- Long-term strategic financial forecast

Vast experience advising Boards and executive management teams throughout North America on strategic M&A, advisory and financing transactions as an investment banker. Advised on over \$200 billion of transactions, including Board mandates for transactions such as:

- Canadian Pacific – restructuring into 5 separate companies (rail, hotels, ships, energy, coal)
- Enbridge – advisor on US restructuring of US business
- Enbridge - Acquisition of Consumers Gas (Canada's largest regulated gas LDC utility system)
- Enbridge – \$1 billion disposition of energy services business to Centrica PLC
- Terasen – \$6.9 billion disposition to Kinder Morgan
- NOVA – \$14 billion merger with TransCanada PipeLines
- TransCanada - review of strategic alternatives, including regulated transmission restructuring
- TransCanada – \$1.2 billion disposition of gas pipeline assets to Williams
- Renaissance Energy – \$3.9 billion sale to Husky Energy
- AEC – \$15.3 billion merger with PanCanadian Petroleum
- AltaGas – \$1.2 billion conversion into income trust
- AltaGas - \$110 million acquisition of Heritage Gas LDC
- EnCana – advisor to Board of Directors for \$20 billion Cenovus Energy spin-off
- PETRONAS - \$5.9 billion acquisition of Progress Energy
- Canadian Utilities – \$120 million disposition of retail electric and gas customers to Direct Energy
- Rigel Energy – \$1.2 billion sale of UK/Western Canada to Talisman
- Loram Group - \$2B re-organization and sale of pipelines, coal and energy assets
- Wascana Energy – \$1.6 billion sale to Canadian Occidental
- Initial public offerings, including for Petro-Canada, Nova Scotia Power, WestJet, AltaGas, Saskatchewan Wheat Pool, Royal Plastics, Philex Gold, Pembina, Keyera
- Other mandates for companies such as ENMAX, Molson Companies, Tim Horton's, Hollinger, Laidlaw, Connaught Biosciences, Linamar, Chevron, Magna, Saskatchewan Wheat Pool, Dofasco, Coril Holdings (Mannix), Nexen, Gov of Ontario (LCBO), Roots, Forzani, WestJet, Agrium, ATCO, Husky, Imperial Oil, Middlefield Group

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ca.linkedin.com/in/timwatson3

PROFILE

- A strategically focused, results-oriented executive with a unique combination of senior leadership roles in both:
 - the corporate sector (Finance and Corporate Development in both large and small publicly-traded and private companies); and
 - the financial services sector (Canadian and US banks), including 25 years of analyzing, originating, negotiating, structuring and executing transactions globally, exceeding \$200 billion in transaction value
- Management responsibilities have included leadership for Corporate Strategy, all facets of Finance, Growth (Development and M&A), Capital Allocation and Organizational Structure (management, business platform)
- Strong business acumen focused on value creation. Deep knowledge of global financial markets, products and structures. M&A track record in North America and globally. Trusted strategic advisor to CEO and Boards
- External and internal multi-stakeholder management across business direct reports, client managements, Boards of Directors, global team members, equity and debt investors, credit rating agencies, research analysts
- **Specialties: Corporate Finance/M&A, Capital Markets, Valuation, Financial Management, Organizational Strategy, Corporate & Business Development, Corporate Governance**

PROFESSIONAL EXPERIENCE

Ivey Business School, Western University – London

Fall 2022

Part-Time Lecturer – 4th year elective course in Mergers, Acquisitions & Restructurings

JANA Corporation

2019-2021

Chief Financial Officer – Toronto

- Report directly to CEO/founder. Overall accountability for Finance, including funding, forecasting, budgeting, risk, tax, insurance, financial reporting, FX and financial strategy. Management and oversight of finance team

AltaGas Ltd.

2015-2019

Executive Vice President & Chief Financial Officer – Calgary, Alberta

- Report directly to CEO. Overall accountability for Finance and Corporate Development (M&A)
- Member of the Executive Committee that sets overall corporate strategy
- Board member overseeing equity investments/strategic relationships with Vopak, Petrogas, Idemitsu
- Chair of GAAP, Capital Asset, SOX Committees. Member of Risk, Capital, ERM and Disclosure Committees
- Certification of financial statements and internal control over financial reporting as CFO
- Along with CEO, presenter on conference calls, investor conferences and one-on-one investor meetings

Finance

Leadership of AltaGas Finance Group and responsible for Financial Strategy, with oversight of Treasury/Capital Markets, Controllershship/Accounting (US GAAP), Financial Reporting, Strategic Planning, Budgeting, Risk, Tax, Insurance and Investor Relations. Approximately 115 direct and indirect reports

- 2019: capital budget of \$1.3 billion, total assets \$22 billion, enterprise value \$17 billion, EBITDA \$1.3 billion (75% US/25% Canada), with 3 business lines (Regulated Utilities, Gas Midstream, Power infrastructure)

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- Key initiatives included:
 - US\$4.95 billion bridge facility secured to support WGL acquisition in 2017. Facility fully repaid and refinanced by January 2019, only seven months after July 2018 WGL deal closed
 - Significantly expanded and extended parent bank facilities, with C\$2.4 billion added in 2018 to provide sufficient liquidity to fund 2019 capex program. Total consolidated bank facilities: \$6 billion
 - Between 2015-2019, \$3.3 billion of common equity raised, along with \$500 million in preferred shares, \$400 million in term debt, and a US\$2 billion base shelf registration in US was completed in anticipation of US\$ bonds and hybrid securities
 - Implemented large hedging program to support US\$ WGL acquisition
 - WGL Integration: lead role for finance integration (phases 1-3) with WGL across all finance sub-functions. Implemented quarterly “town hall” meeting schedule for key senior finance leaders to coordinate integration and other long-term planning
 - Restructuring of non-utility workforce, reducing O&M expenses by \$7 million on a full-year basis
 - Enhanced financial reporting to both Board and Executive Committee
 - Improved benchmarking for corporate, divisional and project returns on capital and lookback analysis for past organic capital investments and acquisitions
 - Implementation of broader enterprise risk management program throughout firm
 - Implementation of cost, revenue and capital efficiency review monitoring of Utilities division
 - Enhanced investor relations (investor targeting, presentations, disclosure material)
 - Hired new professional to help broaden corporate insurance program to London marketplace (Lloyds), and consolidated US programs under Calgary corporate umbrella for efficiencies
 - SOX 404 readiness assessment; SEC foreign private issuer certification
 - Tax planning in Canada, US, and Europe to actively manage tax horizon and tax attributes, and adjust to US tax reform changes and evolving European tax structures

Corporate Development

- Leadership of overall M&A strategy, including active review and pursuit of corporate/asset acquisitions in the regulated gas/electric utility, midstream, and power sectors throughout North America
- Long-Term Strategic Plan: developed and maintained the consolidated corporate long-term plan for planning purposes. Key role in reshaping corporate strategy - sharpened focus on 2 core businesses (down from 3)
- Originated C\$9 billion acquisition of NYSE-listed WGL Holdings Inc. (announced January 2017, closed July 2018). WGL is a diversified gas utility, with regulated LDC utilities, midstream, power and marketing
- \$4 billion of asset sales and \$900 million subsidiary IPO to help fund WGL acquisition
- C\$850 million GWF acquisition, involving California power generation assets
- Innovative non-core gas plant disposition (\$100 million, Q1 2016), with equity stake in Tidewater Midstream

Business Development (2015-2016): leadership and responsible for organic growth development projects

- Identified new gas processing, fractionation, LPG export facility, and power plant projects, with projected capital spending of \$2.0 billion+ for 2016-2020
- Strategic review of both Gas Business as well as restructuring of Petrogas equity investment
- Restructured group, including staffing, reporting and communication, to improve efficiency
- Worked closely with EPC, Commercial groups on completion of Townsend 1 gas complex (\$410 million)
- Achieved final investment decisions on North Pine fractionation (~\$200 million) and Townsend 2 Facility (~\$130 million), and FID for Ridley Island Propane Export Terminal (~\$500 million)
- Lead role in structuring commercial/financial aspects for the NEBC LNG Project (Kitimat/Douglas Channel)

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Bank of America Merrill Lynch

2010-2015

Head and Managing Director, Canadian Energy & Power Investment Banking –Calgary, Alberta

Reported to Head of Canadian Investment Banking (Toronto) and Head of North American Energy (New York). Overall responsibility for the strategy, P&L (\$10-\$20 million/year), client relationship management, business origination, transaction execution and office management/HR for the Canadian energy group

- Rebuilt and rejuvenated office, with up to 10 direct reports and overall office size of 18 professionals
- Executed complex cross-border M&A mandates, including Enbridge/Midcoast, BP NGLs, Petronas /Progress, Pacific Northwest LNG, Nexen/Inpex, Husky Ansell, ARC Resources, Cenovus, buy-side mandates for Reliance/Sinopec/KNOC/Yanchang/Pengrowth, Talisman bidder, Enbridge restructuring
- Lead and co-managed debt and equity financing mandates in Canadian capital markets
- Lead and co-managed investment grade debt, high yield debt, private placements, common equity and MLP financing mandates in US capital markets
- Closely collaborated with other BAML product groups in Calgary (9 people), and globally (New York, Houston, Toronto, London, Beijing, Hong Kong, Paris) to provide seamless client coverage and execution
- Expanded Calgary client relationship base through addition of new mid-cap credits, and deepened senior client relationships in Calgary through more proactive client coverage

CIBC World Markets

2007-2010

Managing Director, Global Oil & Gas Investment Banking – Calgary, Alberta

Reported to the Head of Global Investment Banking group (based in Calgary). Account coverage (at CEO, President, CFO, VP and Board level) for a group of senior/intermediate-sized energy banking clients in the oil & gas, midstream and other (fertilizers, railroads) sectors. Office managerial responsibilities for performance review and strategic business planning. Managed a P&L of \$5-\$10 million per year

- Lead banker and team leader for strategic advisory mandates including Encana/Cenovus spin-off (sole advisor to Board), Imperial/Rainbow Pipeline sale, Chevron/Aitken Creek Gas Storage, Encana \$2 billion acquisition and bridge financing, Fort Chicago/NY hydro. Also originated/executed lead equity and debt financings

RBC Capital Markets

1990-2007

Managing Director, Energy Mergers & Acquisitions – Houston, San Francisco (2004-2007)

Reported to Head of North American Energy (New York) and Head of US M&A (San Francisco). Responsible for the development of RBC's energy M&A strategic practice in North America. Focused on the origination and execution of cross-border energy M&A transactions (Canada-U.S., Canada-International), as well as the development of U.S. domestic energy M&A deal activity, focused on gas midstream, power and E&P

- New business origination and M&A coverage of key focus accounts, management of transaction teams, transaction structuring and the negotiation and documentation of transactions
- Close coverage with Financial Sponsors Group on energy portfolio companies
- Strong track record of successfully driving projects from concept to implementation in a large, complex organization by developing consensus across a diverse group of constituencies and business partners
- Mandates included AEC Gas Storage, TransCanada Power LP, Terasen Gas/Kinder Morgan, Markwest, EPCOR

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RBC Capital Markets

1990-2007

Managing Director, Energy Investment Banking – Calgary (2000-2004)

Account coverage (at CEO, President, CFO, VP Corporate Development level) and origination of new business (financing, advisory, lending) for a senior group of energy banking clients (corporates, trusts, MLPs) in the oil & gas, utilities & power and miscellaneous industries (fertilizers, airlines, railroads, retailers)

- Relationship management, idea generation, preparation and delivery of presentations, provision of underwriting and financial advisory services (structuring, negotiations, documentation)
- Account coverage included: ATCO/CU, Enbridge, EPCOR, ENMAX, TransCanada, Pembina, AltaGas, upstream
- M&A mandates included AEC/PanCanadian, AEC Syncrude, AltaGas trust conversion, Vista Midstream, City of Edmonton/EPCOR, Enbridge/Centrica, Rio Alto/CNRL, Encana/Tom Brown, AltaGas PPA, ATCO Retail

Vice President, Energy Investment Banking – Calgary (1997-2000)

- Transaction implementation for equity and debt financings, A&D, M&A, valuations, and other advisory
- Key mandates included TransCanada/NOVA, CanOxy/Wascana, Pembina IPO, Sask Wheat Pool IPO, Talisman/Rigel, Luscar/Manalta, Husky /Renaissance, CNRL/BP, Williams/TransCanada, ICG/Superior

Associate and Analyst Positions –Toronto (1990-1997)

- Transaction implementation for equity and debt financings, A&D, M&A, valuations, and other advisory
- Industry focus included industrial products, financial services, consumer, Canada Post, autos, steel, mining
- Derivatives, Research, Money Market, Bonds, M&A, Corporate Finance and Marketing departments

EDUCATION AND PROFESSIONAL DEVELOPMENT

Institute of Corporate Directors – Digital Transformation From The Boardroom program	2023
FP Canada, Advanced Certificate in 3H Financial Planning	2021
Knowledge Bureau, Professional Income Tax Courses (Basic and Advanced Levels)	2021
Canadian Securities Institute, Chartered Investment Management Program	2019
Institute of Corporate Directors, Calgary and Toronto Chapter corporate governance events	ongoing
Institute of Corporate Directors, Directors Education Program Calgary, Alberta	2010/2011
Practicing Law Institute, M&A – What You Need To Know San Francisco, CA	2008
Wharton School of Business, Creating Value Through Financial Management Philadelphia, PA	2008
Kellogg School of Management, Corporate Financial Strategies for Creating Shareholder Value Chicago	2005
Rutgers University School of Business, Developing Emotional Intelligence New Jersey	2004
Ivey School of Business, Ivey Leadership Program London, Ontario	2003
Harvard Business School, Deal-Making for the Long-Term Boston, MA	2002
Harvard Business School, Negotiation and Competitive Decision-Making Boston, MA	2001
Harvard Business School, Financial Management Program Boston, MA	2000
Canadian Institute of Chartered Business Valuators, CBV Program (4 of 6 levels)	1994-1997
CFA Institute, Chartered Financial Analyst Program	1991-1994
Canadian Securities Institute, Canadian Futures and Options Programs	1991-1992
Ivey School of Business, Honors Business Administration London, Ontario (F.W.P. Jones Finance Award, Dean’s List)	1990
Saunders Secondary School (Dean’s Honor List) London, Ontario	1984-1986
Fettes College Edinburgh, Scotland	1983
St. Andrew’s College (Gold Medalist) Aurora, Ontario	1981-1983

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AFFILIATIONS AND CORPORATE GOVERNANCE

CFA Society Toronto (Finance & Audit Committee)
London Hunt & Country Club
London Community Foundation (planned)
Financial Executives International Canada (FEI)
Institute of Corporate Directors
Calgary Petroleum Club (past Member)
Earl Grey Golf Club (past Member)
West Island College (past Board member, Finance Chair)
Calgary Winter Club (past President, Board of Directors)
Calgary CFA Society (past Board member)
AltaGas Subsidiaries and Joint Ventures (past Board member):

- WGL Holdings
- AltaGas US Holdings
- Petrogas
- JV companies with global strategic partners - Vopak and Idemitsu
- Taylor Processing Inc.
- Bear Mountain Wind

CONFERENCE SPEAKING ENGAGEMENTS

Various North American and European Equity and Debt Investor Conferences (typically 10-15 per year) as AltaGas CFO with responsibility for investor relations 2015 - 2019

International LNG in BC Conference (Vancouver) May 21-23, 2014
Advanced Canadian Oil & Gas M&A Forum (Calgary) October 2012
Canada and US Western Midstream Summit (Calgary) March 2012
Shale Oil Summit for Western Canada (Calgary) September 2011
Montney/Horn River Infrastructure Finance and Development Summit (Calgary) April 2011
Gas Storage Finance and Investment Summit (Houston) October 2010
Midstream Gas Assets Acquisitions & Divestitures Summit (Houston) March 2010
Gas Storage Finance and Investment Summit (Houston) October 2009
Gas Storage Finance and Investment Summit (Houston) October 2008
Midstream Gas Assets Acquisitions & Divestitures Summit (Houston) February 2008
Gas Storage Outlook (Houston) January 2008
Oil and Gas Acquisitions and MLP Symposium (Houston) November 2007
Gas Storage Finance and Investment Summit (Houston) October 2007
Midstream Gas Assets Acquisitions & Divestitures Summit (Houston) February 2007
Gas Storage Outlook (Houston) January 2007

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ALTAGAS LTD. – EXECUTIVE VICE PRESIDENT & CHIEF FINANCIAL OFFICER – 2015 TO 2019 RESPONSIBILITIES, INITIATIVES, AND AREAS OF FOCUS

Overall

- Report to CEO. Overall accountability for Finance and Corporate Development strategy (M&A)
- Along with CEO, lead on external stakeholder communications for corporate strategy and developments
- Board member for WGL Holdings, AltaGas US Holdings, Petrogas, and JV companies with Vopak and Idemitsu
- *Chair:* GAAP, Capital Asset, SOX Committees. *Member:* Risk, ERM, Capital Review, and Disclosure Committees
- Oversight of 8 sub-groups: Corporate Development, Control/Accounting, Enterprise Reporting & Planning, Treasury, Risk, Insurance, Investor Relations, Tax
- 115 direct and indirect reports in finance functions (excluding WGL reports in Washington, DC)
- Certification of financial statements and internal control over financial reporting as CFO: Q4 2015 to Q2 2019

Risk Management

- *Group Structure:* In 2017, moved Risk Management under Finance function. VP Risk now reports directly to CFO. Organizational changes in Front, Middle and Back Offices also made to enhance group
- *Active Oversight:* gas and power commodity exposure, and hedging programs
- *NGL Marketing:* new business line was originated in late 2016, and new controls implemented for oversight
- *Reporting:* monthly commodity and credit risk reporting to Risk Management Committee
- *Energy Trading & Risk Management System:* transition from in-house risk system to successful implementation of an external, third party system (Allegro). Phase 1 roll-out in 2018 to NGLs business, and 2019 roll-out for Midstream Gas business
- *Commodity Risk Management Policy and Procedures:* comprehensive update and revision of old policy with Board approval in 2018
- *Credit Policy:* Established and secured approval for new Credit Policy in 2018
- *Integration of AltaGas and WGL risk oversight, processes, and procedures*
- *New business growth:* Supported the monitoring, management and reporting of risks (Asian, North American NGL price exposures) with complex Ridley Island Propane Export Terminal - Q2 2019 in-service

Tax

- *Group Structure:* added more resources in Calgary Tax Group to match workload requirements
- *Integration:* enhanced coordination between Calgary and Washington DC tax teams, while adding more US resources in tax group
- *Offshore Structure:* 2019 structural changes under review; new transfer pricing laws implemented for 2017
- *US Tax Reform:* active planning for US tax law changes in respect of interest expense limitations, impact of lower tax rate on utility business, anti-hybrid legislation and new tax inversion rules
- *WGL Acquisition:* extensive structuring for both WGL and post-acquisition organizational structure
- *Tax Horizon and Management of Tax Attributes:* active management and forecasting of overall corporate tax horizon in both Canada and US. Efficient use of available tax pools to manage liabilities
- *Asset Sales:* tax planning associated with \$4 billion of asset sales and the \$900 million IPO of AltaGas Canada
- *Statutory:* oversee annual tax filings in Canada, US and Luxembourg

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Treasury

- *Financing*: active program since 2015 to fund both organic growth as well as asset/corporate acquisitions
 - Common Shares: \$300 million (Q4 2015), \$440 million (Q2 2016), \$2.6 billion (Q1 2017)
 - Preferred Shares: \$200 million (Q4 2015), \$300 million (Q1 2017)
 - C\$ Term Debt: \$400 million in 10 and 30 year tranches (Q4 2017)
 - US\$ Term Debt: Inaugural US\$ issuance planned for 2019
 - US\$ Hybrids: Inaugural US\$ issuance planned for 2019
- *US\$ Capital Markets*: US\$2 billion base shelf registration completed in 2018; launch inaugural issues in 2019
- *Credit Ratings*: active management with S&P and DBRS for current parent ratings, and secured third rating from Fitch in 2018. Active management of US subsidiary ratings from S&P and Moody's
- *Bank Facilities*: parent company facilities total C\$4.6 billion. US subsidiaries have three separate bank facilities totaling US\$1.1 billion (backstop US\$ CP program). Significantly expanded and extended parent bank facilities, with C\$2.4 billion added in 2018 to provide sufficient liquidity to fund capex program in 2019
- *Acquisition Funding*: US\$4.95 billion bridge facility was secured to support WGL acquisition in 2017. Facility fully repaid and refinanced by January 2019, only seven months after July 2018 WGL deal closed
- *FX Hedging*: implemented large hedging program in Q1/Q2 2017 to support WGL acquisition. Established parent-subsubsidiary hedge program with one of utility subsidiaries, to bring hedging in-house. Now actively reviewing and planning for a formalized FX hedging strategy post-WGL to manage the enhanced FX exposure
- *Subsidiary Financing*: subs have public bank and rated term debt funding, as well as public CP programs
- *Insurance*: in 2016, hired new professional to help broaden program to London marketplace (Lloyds), and consolidated US programs under Calgary corporate umbrella for efficiencies, while supporting new business assets (export terminal, rail cars, power plants). Integration and efficiencies with WGL program underway
- *Dividend Reinvestment Program*: new premium component to enhance size in 2016; stopped in 2018
- *NYSE Listing*: will be considered following closing of WGL acquisition
- *WGL Regulatory Filings*: active and extensive support in state reviews, including witness, expert and hearings

Corporate Development

- *Leadership* in the identification, review, and pursuit of corporate/asset acquisitions in the regulated gas/electric utility, midstream, and power sectors throughout North America
- *Originated C\$9 billion acquisition of NYSE-listed WGL Holdings Inc.* (announced January 25, 2017, completed July 6, 2018). WGL is a diversified gas utility, with regulated LDC business and growing power and midstream
- *C\$850 million GWF acquisition* in Q4 2015, involving California power generation assets
- *C\$4.1 billion of asset sales* (277 MW hydro, 322 MW distributed generation, non-core midstream) between July 2018 and July 2019 to fund WGL
- *IPO of AltaGas Canada* utility/power subsidiary in Q3 2018, with total proceeds to AltaGas of ~\$900 million
- *Innovative non-core gas plant disposition* (\$100 million, Q1 2016), with equity stake in Tidewater Midstream. Since 2015, refocused Gas business from over 70 small plants to 8 key large scale strategic ones
- *Long-Term Strategic Plan*: develop and maintain the consolidated corporate long-term plan for planning purposes. Key role in helping to reshape corporate strategy to sharpen focus on two core businesses (down from three). Capital allocation and project development model revamped to prioritize higher and more timely returns. Shift in long-term funding model to improve self-funding of new growth projects with reduced capital markets reliance

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Enterprise Reporting & Planning (ERP)

- *Budget*: responsible for forward year fiscal budget. Engagement of each business group on bottoms-up basis, working with business partners to refine capital allocation and return expectations while still supporting most attractive growth opportunities. Identification of risks and opportunities across each business line, particularly the new WGL regulated and non-regulated businesses and new Gas projects
- *Outlook*: responsible for maintaining current year Outlook with weekly reporting of key trends and metrics
- *Financial Reporting to Board and Executive Committee*: enhanced over past two years, with more detailed divisional summaries, and closer tracking of key metrics and variables
- *Capital Asset Management*: over past three years, performed rigorous review, on lookback basis, of over 15 key corporate and asset acquisitions/new-build projects since 2010 to benchmark actual/forecast performance relative to original Board economics
- *Corporate, Divisional and Project Returns*: over past two years, implemented disciplined tracking with ultimate objective of improving corporate returns. Reporting now goes directly to Board, Chair and Executive Committee on monthly basis
- *Daily Reporting*: revamped daily reporting of key business metrics for firm-wide dissemination
- *Capitalization Policy*: updated policy with revised thresholds for capitalization of development projects, as well as new formalized stage gate project methodology for more disciplined tracking of development projects
- *Business Dashboards*: new framework with goal setting and tracking for each of Gas, Power, and Utilities
- *WGL Integration*: lead role for finance integration with WGL across all finance sub-functions. Phase 1 and 2 integration completed by YE 2018. Phase 3 underway in 2019. Implemented quarterly “town hall” meeting schedule for key senior finance leaders to coordinate integration and other long-term planning. ERP also helps to track WGL merger commitments and reporting to regulators, as well as synergies and corporate cost allocations to WGL
- *Enterprise Risk Management (ERM)*: hired full-time professional in Q4 2017 to help introduce ERM to AltaGas and lead ERM initiative, which was moved into ERP group in 2017, from Internal Audit, to help drive program forward. Key goal is to move from ad hoc, localized approach to a more systematic integrated approach to ERM that ultimately underpins all key strategic decisions. ERM process is now starting to mature, with roll-out to Gas division in 2018, and WGL in 2019. Process includes risk assessment process for identification, validation and prioritization of key enterprise risks and mitigation plans. Risk and mitigation plan reporting to Audit Committee established
- *Data Analytics*: undertaking project in 2019 to examine opportunity for new Enterprise Planning and Performance Management (EPPM) system across different parts of the firm. Key objective for this is to develop advanced data analytics to improve business intelligence and management decision-making. Project will ultimately streamline silos within different finance sub-groups, and also integrate finance and non-financial business data for purposes of predictive analysis, more real-time business insights, and more self-sufficiency for users
- *Utilities Division*: Implementation of cost, revenue, and capital efficiency review monitoring of Utilities. Objective is to sharpen the focus on capital spending and returns

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Control/Accounting

- *US GAAP reporting*: apply US GAAP under an exemption from NI 52-107. Secured an extension of the exemption until 2024, but completed SEC registration/filings to become a Foreign Private Issuer (FPI) in US in June 2018. SEC registration requires SOX 404 compliance in 2019 (fully on schedule)
- *SOX 302 and 404*: Engaged E&Y to review SOX readiness, and then developed a plan to remediate and prepare for compliance within required timeframe of year-end 2018. Key focus areas include governance, SOX management structure, enhancement of existing control definitions, IT controls, enhanced control testing programs, and deficiencies management. New SOX Steering Committee and 5 new SOX hires designed disclosure controls and procedures program as part of overall internal control protocol
- *XBRL*: FPI status required filing on Form 40-F, with requirements for XBRL tagging of financials by Q1 2019
- *New ASC Standards (Leases, Revenue Recognition, Credit Losses)*: implemented for 2018 - 2020 timelines
- *Internal Controls*: with Internal Audit, addressed deficiencies and implemented improvements in control functions
- *Financial Instruments*: focus on power and frac hedging; 2018 FX hedging (FX call options, then FX forwards) for Cdn\$3.2B of equity proceeds and C\$ asset sales to match US\$ bridge debt repayments
- *Derivatives*: assessment of derivatives (and mitigating MtM) as new NGL marketing business is developed
- *Equity Investments*: accounting for Petrogas, Tidewater, Painted Pony, NWBC Hydro equity investments
- *Rate Regulated Accounting*: 5 existing utility franchises (\$4.5 billion rate base, 1.6 million customers)
- *WGL Accounting Issues*: purchase price allocation, consolidated financials, FX call option accounting, transaction and integration costs, and various other matters to align AltaGas and WGL post-closing
- *Delegation of Authorities*: updating Delegation of Authorities for first time since 2014, and integrating with WGL's existing DOA matrix
- *Disclosure Policy and Audit Committee Mandate*: updated in 2016. Updated again in 2018
- *Business Optimization*: worked with IT group to harmonize different technology standards (hardware, intranets, exchange servers, configurations, administration) throughout AltaGas and WGL subsidiaries
- *Business expense/travel policy*: new centralized external booking and new software workflow tool (Concur)
- *Odd lot share buyback*: reduced non-accredited investors, to ensure compliance with FPI requirements
- *Robotic Process Automation (RPA)*: undertaking work to build efficiencies starting in 2018 with a successful pilot on largest gas asset, and broadening the number of RPA projects (in 2019, AP invoice entry process)
- *Payroll*: Plan underway in 2019 to implement the outsourcing of payroll to achieve cost/efficiency savings
- *Structuring*: working with business partners to pursue new growth in smart way, by structuring deals so that the accounting impact (eg. leases, derivatives) is optimized to create favorable cash flow and balance sheet impact, consistent with project economics

Investor Relations/Communications

- *External Stakeholder Management*: Active lead role, along with CEO, in presenting to equity and debt investors and at various equity and debt conferences globally
- *Group Structure*: Strengthened team with hire of new senior VP along with directors for both IR and Comms
- *Reporting*: depth of disclosure in investor materials increased with tighter strategic messaging
- *Marketing*: increased marketing efforts outside Canada (US, Europe) to manage changing shareholder base
- *Sustainability*: planned new bi-annual sustainability report with EOHS, Comms, Stakeholder Relations
- *Website*: new website design in 2016, and further enhanced in 2018 post WGL merger close

London, Ontario Background

I grew up in London, Ontario and completed my Honors Business Administration degree at Ivey Business School (gold medalist, Finance). After graduating from Western, I worked throughout North America during my business career, living in Toronto, Calgary San Francisco and Houston. We moved back to London in 2022 to settle down and be closer to immediate family in London and surrounding areas.

As I have done in other cities where I lived, my objective is to become involved in the local community. I am in the process of joining the London Hunt & Country Club, and plan to be on their board to help shape its future strategic direction. I am also currently having discussions with the London Community Foundation to join their committees and board, as well as RH Accelerator which helps business owners, founders and teams in local early-stage companies. One other local organization that I plan to support is the Grand Theatre. On a part-time basis, I have been helping to mentor students by teaching M&A and Investment Banking courses to 4th year undergraduate and MBA students at Ivey Business School over the past year. Since returning to London, I have also been the treasurer for my son's London Junior Mustangs and London Junior Knights hockey teams.

Professional Qualifications

I am certified as a Chartered Financial Analyst (CFA) and as a Certified Director (ICD.D) with the Institute of Corporate Directors. In addition, I have completed all 3 levels of the Chartered Investment Management program (Canadian Securities Institute), 4 of 6 levels of the Canadian Institute of Chartered Business Valuators program, the Advanced Certificate in 3H Financial Planning (FP Canada), Knowledge Bureau's Professional Income Tax Courses (Basic and Advanced), as well as the following executive education and other programs:

- Wharton School of Business, **Creating Value Through Financial Management** (Philadelphia, PA)
- Kellogg School of Management, **Corporate Financial Strategies for Creating Shareholder Value** (Chicago, IL)
- Rutgers University School of Business, **Developing Emotional Intelligence** (online)
- Ivey School of Business, **Ivey Leadership Program** (London, Ontario)
- Harvard Business School, **Deal-Making for the Long-Term** (Boston, MA)
- Harvard Business School, **Negotiation and Competitive Decision-Making** (Boston, MA)
- Harvard Business School, **Financial Management Program** (Boston, MA)
- Practising Law Institute, **M&A – What You Need To Know** (San Francisco, CA)
- Canadian Securities Institute, **Options and Futures Programs** (Toronto, Ontario)

Knowledge of London Hydro and its Environment

The Energy Competition Act (1998) and the Electricity Restructuring Act (2004) reshaped the LDC business model in Ontario. The naturally monopolistic functions of transmission and distribution (“T&D”) were unbundled from generation and retail supply and remained government regulated through the OEB's prices set under the Regulated Price Plan (RPP). Municipalities such as London are effectively investor-owners in their LDCs, since they do not directly control the pricing of distribution rates.

Governance of LDCs is becoming more important than ever, driven by several key factors.

- First, emerging new technologies and other innovations are causing changes to the traditional LDC distribution model. These developments include micro grids with distributed generation, battery storage, community net-metering, remote telecommunications, greater but more concentrated periods of elevated electricity load factors (electric vehicles, transition from gas to electricity in new-build housing), diverse but unpredictable sources of new electricity supply (renewables), and big data. Inflationary pressures can also lead to calls for downward pressure on rates. Due to changing technologies, certain customers are now for the first time in a position where they can reduce their reliance on the existing distribution system
- Second, LDC governance is now subject to regulatory oversight, with the OEB's best practices including director independence, director skills, board and committee structures/functions and appropriate documentation for things like board mandates and committee charters, codes of conduct and onboarding processes. Improper oversight by boards can lead to penalties and other governance implications
- Third, the LDC sector in Ontario has undergone significant consolidation this century, with approximately 60 remaining electric LDCs. Of these 60 electric LDCs, 5 large companies dominate (Hydro One, Alectra, Elexicon, Hydro Ottawa and Toronto Hydro). Mergers can be complicated in terms of corporate governance and people management, let alone systems integration
- Fourth, there is the prospect of increased consumer choice for electricity. However, up to this point, fewer than 10% of Ontario customers purchase their electricity from a competitive retailer, and instead still deal with the regulated default incumbent provider
- Fifth, cyber security in the energy utility sector is becoming increasingly important, given the exposures that exist for cyber intrusions and the need for both appropriate preventative defences and effective incident response plans. Governance in this area is critical

These emerging developments are starting to require LDCs to develop new business models, or at least evolve and potentially enlarge the scope of existing models, in more competitive markets. This increases the overall business risk profile for what has otherwise been up to this point a low-risk sector. In effect, leaving the traditional comfort zone of the existing business model serves to heighten business risk. LDC boards will need to be equipped to oversee this increased risk, ensure that the underlying management team is prepared for this evolution, and potentially monitor an expanded range of business activities by the LDC (including outside the LDC's home jurisdiction). For example, a joint venture to develop a new smart grid is a new business activity with different characteristics (risks, returns) than a typical grid investment by the LDC. Some of these new business activities may even affect the viability of the grid.

While the OEB in recent years has taken steps to permit LDCs to expand their range of businesses, a board member continues to be subject to the Ontario Business Corporation Act's statutory and fiduciary obligations including duties of loyalty and care to the corporation, acting honestly and in good faith with a view to the best interests of the corporation, and exercising the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. In other words, corporate directors, now more than ever, need to be qualified with the requisite skills and capabilities to meet their duties.

Potential changes in the business model will require even more collaboration between the different members of an LDC's board, and also with the ultimate shareholder (the City and its citizens) to ensure that there is full alignment with respect to the strategic direction. For example, priorities could differ between one objective

Skills Summary – Tim Watson CFA, ICD.D

(eg. increasing the dividend to the shareholder) and a different objective (allocating resources for the build-out of unregulated activities). Board members for London Hydro must represent the City and all London citizens in a responsible and capable manner. This is done by overseeing the Company's strategic direction and management to ensure that London Hydro meets its mandate and objectives.

Under the leadership of Vinay Sharma, his executive team, and all employees, London Hydro has been at the forefront of innovation in the Canadian electric LDC sector. The Company has implemented a number of innovative programs, technologies, and projects, each of which have resulted in citizens of London saving money through lower rates, combined with environmentally-friendly energy efficiency savings (reduced carbon footprint) and reduced reliance on the provincial power grid for electricity supply. One notable example of this was the community net metering program involving the Sifton West Five Development micro grid which set a new industry precedent for this type of sharing arrangement. The Green Button program for customer data and its decade-long development by London Hydro to become the provincial standard is remarkable.

London Hydro's low risk electric distribution operations have, to this point, offset its small size, relative to certain of its larger Ontario peers, and lack of geographic diversity. Leverage has increased, but London Hydro has historically been levered at less than its authorized 60% leverage ratio, so aligning leverage more with authorized equity thickness will result in improved shareholder returns on equity. Distribution rates remain very competitive, compared with other Ontario peer utilities. Regulatory lag for recouping costs remains reasonable, and the Company's most recent Cost of Service application for the next 5 years was settled satisfactorily in 2022. S&P has maintained a "A" rating with stable outlook for London Hydro, despite S&P's expectation for weaker financial performance. Annual dividends to the City have consistently remained at the \$5 million level. One remaining uncertainty is whether London Hydro can meaningfully grow its unregulated revenue (eg. Green Button services to other utilities), the level of business risk associated with such growth, and what is the most optimal corporate structure for this unregulated business.

Senior Executive Management Experience

For the past 20 years, I have been a senior executive officer, serving as the Chief Financial Officer and Executive Vice President of both AltaGas Ltd. and JANA Corporation, and a senior Managing Director at several large investment banks. Prior to that, I was a junior and intermediate investment banker.

AltaGas is a major publicly-traded North American energy infrastructure company with total assets at the time of \$22 billion, enterprise value (debt + equity) of \$17 billion, EBITDA of \$1.3 billion (75% US/25% Canada), with 3 business lines (Regulated Utilities, Gas Midstream, Power infrastructure) and an annual capital budget of \$1.3 billion. I reported directly to the CEO, with overall accountability for Finance and Corporate Development (M&A). My areas of responsibility included Treasury/Capital Markets, Control/Accounting, Financial Reporting, Strategic Planning, Budgeting, Risk, Tax, Insurance, Investor Relations and Corporate Development. As Executive Vice President, I had 7 vice presidents reporting directly to me, and approximately 115 people overall in my finance and corporate development groups.

JANA Corporation is a small, private Toronto-based software company specializing in integrity management software for North American pipelines, and I reported directly to the CEO/founder. During that time, the Company grew from 43 to over 115 full-time employees.

As a senior investment banker, I worked with RBC Capital Markets in Toronto, Calgary, Houston and San Francisco, and lead its US energy M&A group. I also worked in investment banking as a Managing Director with CIBC World Markets (Calgary), and as the Head of Canadian Energy & Infrastructure investment banking for Bank of America Merrill Lynch.

Capital Markets Financing and M&A Expertise

I have a deep knowledge of global financial markets, products and structures, and worked as both an agent providing advice to companies, as well as a principal within a company. My M&A track record in North America and globally has included work with large and small companies across many different industries, as well as work with crown corporations and municipally-owned utilities. In these roles over the years, I have been a trusted strategic advisor to CEOs, senior executives and Boards.

Given the legal complexities associated with public financings and M&A, I have worked closely with legal counsel and have good familiarity with corporate and securities law matters. I am also experienced in dealing with credit rating agencies, and have used FX hedging on certain transactions to manage US\$ volatility.

Strategic Planning and Corporate Development

As a senior investment banker, I was very familiar with the strategies of my utility and energy infrastructure clients. Origination of new strategic advisory mandates with my clients was a major focus.

At AltaGas, I played a major role in corporate and business development:

- Leadership of overall M&A strategy, including active review and pursuit of corporate/asset acquisitions in the regulated gas/electric utility, midstream, and power sectors throughout North America
- Developed and maintained the consolidated corporate long-term plan for planning purposes
- Oversaw the origination, structuring and completion of major acquisitions and divestitures
- Identified new gas processing, fractionation, LPG export facility, LNG export facility and power plant projects, with projected capital spending of \$2.0 billion+ for 2016-2020, and completed final investment decisions (FIDs) for these
- Undertook strategic reviews of the utility and gas businesses. More robust revenue, cost and capital efficiencies of the utilities group were initiated with the objective of sharpening the focus on improved utility capital spending and returns

Given the significant growth at AltaGas, and the large regulated utility acquisition in the U.S., I spent considerable time developing integration planning and forward-looking plans for each business group of the combined company.

With the objective of building awareness for and improving corporate, divisional and project returns at AltaGas, I initiated a more vigorous review, on a lookback basis, of 15 material corporate and asset acquisitions and new-build projects to benchmark actual performance relative to original planned returns. For future prospective projects, explicit capital return thresholds were communicated and enforced. A new stage gate methodology for more disciplined tracking of development projects was also implemented. Business dashboards were developed for the overall company and each division to ensure appropriate goal setting and tracking.

Regulated Utility and Energy Infrastructure Industry Experience

I have significant hands-on experience as both a senior executive and banker in various energy regulatory jurisdictions in Canada and the U.S.

Regulated distribution utilities were the largest business segment at AltaGas, where I was CFO and head of corporate development. The regulated rate base was \$4.5 billion, spread across several regulatory jurisdictions including Alberta, BC, Nova Scotia, Michigan, Alaska, Virginia, D.C., and Maryland. Overseeing the capital allocation, revenue requirement, rate regulated business model and accounting for these utilities had a major impact on overall company results. The rate base doubled in size during my time at AltaGas, as we moved into new regions and worked closely with key regulators to secure the approvals required for the transfer of regulated energy assets. In the case of the WGL acquisition that AltaGas made, we worked with the state regulators for 18 months in order to agree to the commitments required for achieving regulator approvals.

Furthermore, as an investment banker, I have worked with numerous energy infrastructure companies in Canada and the U.S. on regulated energy acquisitions, dispositions and financings, including gas/electric distribution, conventional power generation (renewables, fossil fuel-fired), gas/liquids pipelines, gas storage, battery storage, and electric retail customers.

Some notable regulated energy transactions that I have been involved with include:

- AltaGas - \$900 million IPO of regulated gas utility LDCs in Alberta, B.C. and Nova Scotia
- AltaGas - \$9 billion acquisition of WGL Holdings (DC, Virginia, Maryland regulated utility LDCs, 322 MW of distributed renewable power assets)
- Enbridge – acquisition of Consumers Gas (Canada’s largest regulated gas utility LDC)
- Terasen – \$6.9 billion disposition of its BC gas LDC business and pipelines to Kinder Morgan
- EnCana - US\$1.5 billion disposition of largest gas storage business in North America to Riverstone
- NOVA - \$14 billion merger with TransCanada PipeLines
- Enbridge Consumers Gas – \$1 billion sale of Ontario rental water heaters business to Centrica PLC
- Canadian Utilities - \$120 million disposition of Alberta residential retail electric and gas customers to Direct Energy
- TransCanada - review of strategic alternatives, including regulated transmission restructuring
- TransCanada - \$850 million disposition of midstream assets to Williams
- Enbridge – corporate restructuring of US midstream business and MLPs
- AltaGas - \$870 million disposition of gas pipelines to Williams
- Numerous Lead and co-lead financing mandates for C\$ MTN, US\$ MTN, C\$ common equity, US\$ common equity, US\$ MLP unit, C\$ trust unit and LP unit, C\$ preferred share (perpetual, fixed/floating), C\$ preferred securities (COPRs), C\$ convertible debenture, C\$ and US\$ bridge loan and project debt, and flow through financings for Enbridge, TransCanada, AltaGas, ATCO, ENMAX, Canadian Utilities, EPCOR, Capital Power, TransAlta, Pembina Pipeline, Inter Pipeline, Keyera, AltaLink, NOVA, Nova Scotia Power, and other energy, industrial and diversified corporations.

Experience With Government-Owned Businesses and Other Closely-Controlled Entities

As an investment banker with RBC Capital Markets, I worked as an advisor to the City of Edmonton in 1997-2000 assessing the various strategic alternatives for its ownership of EPCOR, the integrated city electric utility. The 1990s were a time of major change and deregulation in Alberta, with the Electric Utilities Act of 1995 resulting in a fundamental restructuring of the industry – generation and retailing of electricity were no longer subject to government regulation, leaving only distribution and transmission under the rate regulation model. Consumers were permitted to choose their own electricity retailer, and the Power Pool of Alberta was created to match supply with retail demand and set the market clearing price. As an integrated utility with generation, transmission, distribution and retail supply of electricity, along with water supply/distribution, EPCOR's business environment was changing rapidly, with both greater risks emerging and potentially greater returns as well. The original Edmonton Power went from being a department of the City of Edmonton to a fully incorporated corporation with revamped corporate governance including a fully independent board. A holding company was established (named EPCOR), with various operating subsidiaries. Through lengthy deliberations with the City administration, City counsellors and EPCOR's board and management, the decision was made to maintain sole ownership of EPCOR. However, steps were taken to become an independent public debt issuer in 1999, and ultimately separate and sell off the unregulated power generation business 10 years later. In the meantime, I also advised EPCOR on its largest acquisition up to that point in time with the \$529 million acquisition of a 31% interest in a publicly traded limited partnership holding 11 power generation facilities in the northeast U.S. (744 MW) in 2006, which was a precursor to the 2010 IPO of Capital Power (EPCOR's \$2 billion power generation business).

I also worked on several financing transactions with ENMAX Corporation, the 100% owned regulated distributor and retailer of electricity for the city of Calgary.

I worked on major crown corporation privatizations with RBC as the lead bank on the IPO of Petro-Canada by the Canadian federal government and the lead bank for the privatization of Nova Scotia Power (now Emera) by the province of Nova Scotia. Another RBC engagement with the federal government involved the restructuring of Canada Post and its acquisition of Purolator. Over the past 15 years, I have advised major state-controlled companies on Canadian energy acquisitions, including Petronas (upstream gas and LNG), GDF (upstream oil and gas) and Korean National Oil Corporation (upstream oil and gas).

Other closely-controlled companies that I have provided strategic and financing advice to include ATCO and its regulated subsidiary Canadian Utilities (Alberta regulated electric/gas distribution, transmission and power). I completed numerous financings and other advisory work for ATCO/Canadian Utilities, often working with the founding Southern family and senior executives. One particular advisory assignment with ATCO involved assisting with the disposition of its retail customer business (1 million retail electric and gas customers) to Direct Energy. As part of this transaction, ATCO chose to focus on its core regulated distribution delivery business (LDC), and to exit the unregulated supply business in a rapidly deregulating Alberta energy market. I also worked on various financing and M&A transactions with Husky Energy (78% controlled by Hong Kong businessman Li Ka-shing), Capital Power (controlled by City of Edmonton), and the ground breaking IPO of Saskatchewan Wheat Pool (a cooperative previously 100% owned by Saskatchewan farmers).

Non-Regulated Energy Industry Experience in North America

As an investment banker, I covered clients across the entire energy value chain, from traditional midstream infrastructure (gas and liquids pipelines, natural gas liquids, LPGs, export terminals) to exploration and production companies to all forms of electric power (distribution, transmission, generation) including renewable power (solar, wind, geothermal) and certain emerging areas (eg. clean hydrogen). In Toronto, I also had investment banking corporate clients in various other non-regulated industries, such as industrials, auto parts, retail, healthcare, communications.

I am very familiar with the balance LDCs need between regulated operations and higher growth non-regulated operations. AltaGas was a long-time client which I later joined to become an operator, and it had three major business segments: regulated LDCs, power generation and midstream infrastructure.

At AltaGas, we closely followed the wave of disruptions that were starting to impact the energy sector, including electric and gas utilities. With major assets in some of the fastest deregulating jurisdictions in North America (California, Alberta), we saw firsthand some of the issues related to distributed generation, virtual net-metering, energy storage, electric vehicles and data management. When I was there, the company grew its California power assets to over 1100 MW. At the time, AltaGas built the largest battery storage facility in North America (20 MW, equivalent to 80 MWh of electricity discharging capacity) at a power facility in California, and signed a 10-year storage resource adequacy purchase agreement for the battery capacity with Southern California Edison, the largest utility in the state. AltaGas built one of the largest wind farms in B.C. It also built the largest non-government owned hydro facility in B.C., which was successfully monetized for over \$2.5 billion. We also carefully tracked the evolution of the Alberta power market, including its Renewable Electricity Program in 2017-2019 which resulted in 1359 MW of new wind power capacity being awarded.

I identified WGL as a potential target for AltaGas in 2017, and helped to originate, execute and integrate the acquisition. WGL was identified as an attractive acquisition target. Not only did it have 1.1 million regulated utility customers and \$2.6 billion rate base, but it was growing in non-regulated areas including 275,000 retail gas and electricity customers, distributed generation assets (solar, natural gas fuel cells) contracted to various municipalities and institutions, as well as pipelines in attractive regions (Marcellus).

At JANA Corporation, I helped to manage the company's very significant growth by sourcing funding, and by developing a detailed financial forecast for long-term strategic planning. JANA develops probabilistic risk modeling and software to enable large North American infrastructure companies (eg. Consumers Gas, Fortis, Southern Company, CenterPoint Energy) to proactively address leak management and corrosion issues in pipelines, using AI and machine learning logic applied to a proprietary data base.

Experience with Business JV/Partnerships

At AltaGas, I sat on various joint venture partner boards to help manage the relationship and grow the underlying ventures. Several of the partners were large global entities with distinct cultures, including Idemitsu Kosan (a large 112-year old Japanese global energy company) and Royal Vopak (a 400-year old Dutch multinational company that is one of the largest energy terminal operators in the world). With multiple partnerships involving global energy infrastructure third parties, AltaGas had a complex corporate structure. Partnerships with third parties help to share financial, investment and technological risks, and effectively leveraged growth opportunities.

Risk Management Experience

I have been trained and worked in environments that are highly focused on financial risk management, based on both internal and external risk sources. All of my board roles, in both for-profit and not-for-profit organizations, involved aspects of risk management, oversight and control.

As CFO of AltaGas, a large publicly-traded company, I was responsible for certifying the financial statements and internal control over financial reporting.

At AltaGas, in collaboration with Internal Audit, I helped to establish a new Enterprise Risk Management (ERM) group, which reported up through me. External hires were made to add resources to this initiative, with the objective of moving to a more systematic integrated approach to ERM that would ultimately underpin all key future strategic decisions. Over this time period, progress was made in implementing ERM and maturing it, with the systematic identification of risk appetite, risk capacity, risk assessment, risk response, control activities, and monitoring actions. Company-wide roll-outs were made to key operating subsidiaries in Canada and the U.S. Risk and mitigation plan reporting to the Audit Committee was also established.

At AltaGas, I also sat on the Risk Committee, which met monthly to review all key gas, liquids, power and other risk exposures. The Vice President, Risk reported directly to me. Over this period, changes were made to the front, middle and back offices, and monthly reporting was improved with better information and analytics. New procedures were implemented to manage growth of the business and expansion into new business lines and new markets (U.S.). A successful transition was made from an in-house risk system to a more sophisticated and robust external third-party system. Commodity risk management and credit risk policies and procedures were all updated.

AltaGas also completed registration filings with the SEC to become a foreign private issuer in the U.S. Importantly, this required that AltaGas meet Sarbanes-Oxley (SOX) compliance for internal controls by 2019. Extensive work was undertaken to review SOX readiness, and then develop a plan to remediate and prepare for compliance, focusing on governance, SOX management structure, enhancement of existing control definitions, IT controls, enhanced control testing programs, and deficiencies management. A new SOX committee was formed, and 5 new external SOX specialist hires were made to support this initiative.

At JANA Corporation, I worked with the Chief Technology Officer and other senior executives to secure SOC 1 accreditation, and begin the process for SOC 2 accreditation to help address cybersecurity and other exposures.

Corporate Governance Experience

Implementing governance best practices is more important today than ever before. This is particularly the case with utility LDCs, given the growing number of potentially disruptive factors emerging, which may have a material impact on the go forward LDC business model and strategy.

My formal training, executive business skills and board experience will enable me to exercise effective governance over a number of key functions of London Hydro's business, including financial management and audit, risk assessment, strategic planning, asset planning, regulatory and public policy activities, and executive compensation.

I have made a lifelong commitment to excellence in the boardroom. I was granted the ICD.D designation by the Institute of Corporate Directors after completing the ICD-Rotman Directors Education Program and examination process. With a strong desire to remain current and be a more effective director, I continue to

Skills Summary – Tim Watson CFA, ICD.D

take courses for emerging governance issues. This spring 2023, I took the Institute's Digital Transformation From The Boardroom course, and plan on continuing to take additional courses from the ICD.

I have considerable experience advising Boards and executive management teams throughout North America on strategic M&A, advisory and financing transactions as an investment banker. In particular, strategic M&A involving the acquisition, disposition or restructuring of assets or companies tends to be at the heart of one of the most central decisions that a company can make, and it is the board of directors who guides strategic processes like this which can fundamentally alter a company's future. When advising boards on transactions such as the historic break-up of Canadian Pacific into five separate companies, or assisting TransCanada or Enbridge on strategic initiatives to restructure major assets or the entire company, I worked closely with the Board, its chair as well as senior management. As a result, I am very familiar with key corporate governance issues.

As a senior executive, I presented to and advised the AltaGas Ltd. Board and its audit committee at regularly scheduled and special board meetings from 2015 – 2019 (average 10 per year) on:

- Quarterly financial updates
- Major acquisitions: \$9 billion U.S. regulated utility acquisition, US\$850 power acquisition
- Major dispositions: over \$5 billion from 2017-2019
- Financings: over \$4 billion of financings from 2015-2019
- Project approvals for new greenfield energy infrastructure projects, including an LPG export terminal

The CFO role in a public company requires an acute understanding of key governance issues. I met regularly each quarter with key external stakeholders, including equity and debt investors in North America, Europe and Asia, as well as credit rating agencies, proxy advisory firms and research analysts. Being aware of key emerging governance trends, and addressing them directly with key stakeholders, was essential.

At AltaGas, I was also on numerous boards for joint venture operations/assets involving external partners. Distinct governance arrangements were required to be established and maintained in order to ensure a smooth functioning for each partnership.

Also at AltaGas, I served on various internal committees dealing with governance and other key matters. I was Chair of the Capital Asset Committee, GAAP Committee, and SOX committees. In addition, I was an active member of the Commodity Risk Committee, Enterprise Risk Committee, Capital Committee (to set and approve capital allocations) and the Disclosure Committee.

As CFO at JANA Corporation, I worked closely with the board of directors. Key financial matters, as well as strategic planning and long-term financial forecasting, were regularly reviewed with the Board.

Past Board Directorships

I have extensive experience with both for-profit and not-for-profit boards. At AltaGas, I served as a representative on boards of several key strategic JV companies, as well as key subsidiary boards of the company.

- **AltaGas US Holdings Inc. (2018-2019):** board member for AltaGas subsidiary that owns AltaGas' US utility business (DC, Maryland, Virginia, Michigan and Alaska)
- **WGL Holdings Inc. (2018-2019):** board member for AltaGas subsidiary that owns Washington Gas Light Company, which owns regulated gas utilities in DC, Maryland and Virginia
- **Petrogas Group (2019):** board member and shareholder representative for AltaGas' 33% interest in Petrogas, which is a large North American energy infrastructure and marketing company
- **Ridley Island Propane LPG GP Inc. (2017-2019):** board member for the joint venture project company owned by AltaGas (70%) and Royal Vopak N.V. that owns and operates the Ridley Island Propane Export Terminal
- **AltaGas Idemitsu Management Inc. (2015-2019):** Shareholder representative and director of AIMI, which is the general partner of a partnership between AltaGas Ltd. and Idemitsu Kosan Co., Ltd. which owns LPG and LNG assets in North America
 - Make decisions for various operating subsidiaries and participate in corporate governance matters
- Other Operating Subsidiaries (Taylor Processing Inc., Bear Mountain Wind)

Some recent not-for-profit boards that I have served on include:

- **CFA Society Toronto (2022-2023):** Affiliated with the CFA Institute, CFA Society Toronto is the world's largest society of CFA charter holders. I currently serve as a member of the Finance and Audit Committee, providing financial oversight of the Society and its assets:
 - Review and analyze quarterly results of the organization, as well as disbursements and journal entries
 - Oversee the financial and audit systems for financial integrity and monitor for compliance
 - Evaluate and monitor overall risks at the enterprise level of the Society
 - Responsible for finalizing and recommending the annual budget of the Society
 - Assist the Board in the fulfillment of its governance functions fully and efficiently
 - Work with Management and the external auditors to ensure the smooth functioning of the audit process and open dialogue between the external auditor and the board
- **West Island College (2014-2019):** An independent university preparatory school in Calgary. I served as Vice Chairman, and Finance Committee Chair. Board implemented two major multi-year initiatives:
 - Implementation of an Advancement Program (first in the school's history), requiring a cultural shift toward more aggressive fundraising to diversify and strengthen financial base
 - Development of a new Five-Year Strategic Plan, including new branding, followed by an assessment of future capital expansion alternatives
 - Replacement of CEO (2018)

Skills Summary – Tim Watson CFA, ICD.D

- Key corporate governance upgrades completed, including institution of formal performance review process for Head of School, review and update of Board bylaws, implementation of a formal Board of Directors performance review
- **Calgary Winter Club (2008-2014):** One of the largest and most established premier family sports clubs in Calgary. I served 2 three-year terms, culminating with roles as Chair of Finance Committee and then President in my final year. Very active Board which oversaw:
 - Complete revamp of corporate governance and reporting model between Board and Management
 - Rejuvenation of most of senior management team to effect change
 - Planning and completion of \$23 million expansion to facilities (largest project in Club history)
 - Implementation of a long-term strategic plan including preparation (plans, budgeting, approvals) for another future \$10 million expansion for food & beverage;
 - Significantly strengthened financial position, and acceleration of new memberships
 - Oversight for a cultural shift involving enhanced services and amenities for members
 - Increased outreach to key stakeholder groups (members, shareholders, staff) through the use of regular surveys and feedback mechanisms



July 7, 2023

Chair and Members of the
Strategic Priorities and Policy Committee,
City of London Clerk's Office
300 Dufferin St., London

Re: London Hydro Board of Director Appointment

Dear Chair and Members of the Strategic Priorities and Policy Committee,

The London Hydro Board of Directors has undertaken the modernized, Council-approved recruitment, interview and nomination process to support the election of 2 new Director positions on the Board by London City Council.

The process was implemented by the Corporate Governance & Risk Management Committee (CGRM) based upon the direction and authorization from City Council on April 25, 2023. On June 27, 2023, the CGRM members including the Class IV Director (Councillor Corrine Rahman), and the Board of Directors unanimously approved the nomination of Tim Watson and Tracy Gustafson to fill the two Director positions on the London Hydro Board of Directors.

I am happy to confirm that the entire selection process was conducted in a fair and equitable manner.

The Board of Directors requests that the City of London thank all individuals who put their names forward for their interest in serving on the Board.

Thank you in advance for this consideration.

A handwritten signature in black ink, appearing to read "Connie Graham".

Connie Graham
Chair, Board of Directors
London Hydro Inc.



450 Highbury Avenue N.,
London, Ontario, N5W 5L2
Telephone: 519-451-1340
Fax: 519-451-4411

June 14, 2023

Members of the Strategic Priorities and Policy Committee,

At its May 31, 2023 meeting, the Commission REQUESTED that in an effort to provide a more balanced and equitable Commission that will encompass an accessibility lens, London City Council amend the current by-law (A-6377-206, Section 3.):

- (i) to add two more voting members of the public to the London Transit Commission using an accessibility lens for the selection of a least one of the members bringing the Commission to seven members; and
- (ii) that consideration that the additional Commissioners be in place for December 1, 2023 to allow time for application, appropriate selection and approvals.

Regards,

A handwritten signature in blue ink, appearing to read 'Caroline Roy', written in a cursive style.

Caroline Roy
Secretary

Bill No. 284
2009

By-law No. A.-6377-206

A By-law to continue the London Transit Commission.

WHEREAS the *City of London Act, 1951 c. 107* authorizes the Council of The Corporation of the City of London to establish by by-law a Commission under the name of the London Transportation Commission;

AND WHEREAS by By-law Number L.T.C.-1-158 passed May 19, 1952 the Council of The Corporation of the City of London established a Commission under the provisions of the *City of London Act, 1951 c. 107* under the name of the London Transportation Commission;

AND WHEREAS The Corporation of the City of London acquired all the outstanding shares of the London Street Railway Company and in accordance with the *City of London Act, 1951 c.107* section 15 was empowered to direct the transfer of all the London Railway Company's assets, both real and personal property and pursuant to an agreement dated May 29, 1952 and authorized by By-law L.T.C.-3-168 enacted June 2, 1952 between The Corporation of the City of London, the London Street Railway Company and the London Transportation Commission directed the transfer of the said assets to the London Transportation Commission;

AND WHEREAS by By-law No. L.R.C.-2(a)-247 enacted May 23, 1967 authorized and confirmed by the *City of London Act, 1968 c. 158 s. 1* the affairs of the London Railway Commission were wound up and the London Railway Commission ceased to exist;

AND WHEREAS the *City of London Act, 1951 c. 107* was amended by *City of London Act, 1952, c. 124, s.4, City of London Act, 1960-61, c.115, s.3, City of London Act, 1971, c.117, s.5, City of London Act, 1972, c.181, s.1, City of London Act, 1973, c.194, s.2, City of London Act, 1974, c.148, s.8, City of London Act, 1977, c.92, s.8, City of London Act, 1978, c.128, s.4 and City of London Act, 1991, c. Pr2, s.1, 3, 4;*

AND WHEREAS pursuant to the *City of London Act, 1977, c.92, s.8, and the City of London Act, 1991, c. Pr2, s.1* the London Transportation Commission was continued as a body corporate under the name of the London Transit Commission;

AND WHEREAS pursuant to the *Municipal Act, 2001 S.O. 2001, c. 25, as amended*, the London Transit Commission is a local board of The Corporation of the City of London;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001*, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS subsection 10(1) of the *Municipal Act, 2001*, as amended, provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS subsection 10(2) of the *Municipal Act, 2001*, as amended, provides that a municipality may pass by-laws respecting: in paragraph 1, Governance structure of the municipality and its local boards, paragraph 3, Financial management of the municipality and its local boards, paragraph 5, Economic, social and environmental well-being of the municipality and in paragraph 7 services and things that the municipality is authorized to provide under subsection 10(1);

AND WHEREAS subsection 69 of the *Municipal Act, 2001*, as amended, provides that a municipality that has the authority to establish, operate and maintain a type of passenger transportation system may by by-law provide that no person except the municipality shall establish, operate and maintain all or any part of a passenger transportation system of that type within all of the municipality or that area of the municipality designated in the by-law;

AND WHEREAS subsection 3(1) of *The City of London Act, 1960-61* provides that the London Transit Commission has the exclusive right within the City of London to maintain and operate a bus service that picks up and discharges passengers within the limits of the City, including, without limiting the foregoing, transportation within the limits of the City by charter, contract, special trips or otherwise;

AND WHEREAS section 71 of the *Municipal Act, 2001*, as amended, provides that nothing in subsection 3 (1) of *The City of London Act, 1960-61* or in section 69 affects the right of any person to establish, operate and maintain a bus transportation system within the City of London in accordance with a valid operating licence issued to that person under the *Public Vehicles Act* on or before December 31, 1992;

AND WHEREAS subsection 216(1) of the *Municipal Act, 2001*, as amended, provides that without limiting sections 9 and 10 of the Act, those sections authorize a municipality to pass a by-law to change a local board;

AND WHEREAS subsection 216(2) of the *Municipal Act, 2001*, as amended, provides that in the event of a conflict between a by-law described in subsection 10(1) of the Act and any provision of this or any other Act or in the event of a conflict with a regulation made under any other Act, the by-law prevails;

AND WHEREAS the Council for the City of London considers it necessary to provide a local public transportation system;

AND WHEREAS it is deemed expedient to pass this by-law;

NOW THEREFORE The Council of The Corporation of the City of London hereby enacts as follows:

1. For the purpose of this by-law,

“Corporation” means The Corporation of the City of London;

“Commission” means The London Transit Commission, and “commissioner” means a person holding the office of a member thereof;

“Council” means the Council of the Corporation;

2. The London Transit Commission is continued as a body corporate with the powers, rights and privileges vested in it by any general or special Act except as modified by this by-law.

3. The Commission shall consist of five members appointed by the Council of the Corporation as follows:

(a) Two or three members of the Commission, as determined by the Council on or before the 15th day of February in the first year of its term, shall be members of the Council and shall hold office during their term of office of the Council.

(b) The members of the Commission who are not members of the Council shall be appointed by the Council on or before the 15th day of February in the first year of its term and shall hold office during the term of the Council that appointed them.

(c) No person is eligible to be appointed or to hold office as a member of the Commission unless that person is qualified to be elected or to hold office as a member of the Council of the Corporation.

(d) A member of the Commission shall hold office until the member’s successor is appointed.

(e) If the office of a member of the Commission becomes vacant, the Council shall appoint a person to hold office for the remainder of the term for which the preceding member was appointed.

(f) No member shall be appointed for a term that extends beyond the term of the Council that appointed them.

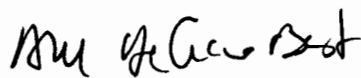
(g) A member of the Commission is eligible for reappointment.

4. Three members of the Commission constitute a quorum.
5. The Commission may pass by-laws for the government and control of its affairs, operations and undertakings.
6. The Commission is the agent of the Corporation and shall operate, repair, control and manage the local transportation system of the municipality on behalf of the Corporation.
7. Except as otherwise provided in this by-law, the Commission shall possess and may exercise all the powers, rights, authorities and privileges with respect to the operation, extension, alteration, repair, control and management of the local transportation system of the City of London and all powers now conferred or hereafter conferred upon the Corporation or the Commission with respect thereto. Subject to the provisions aforesaid, such powers, rights, authorities and privileges shall include full power, right, authority and privilege,
 - (a) to manage, operate, establish, equip, alter, extend and maintain a bus system over the streets and public places in the City of London, and, subject to *The Highway Traffic Act* and *The Public Vehicles Act*, upon, along, across and over streets, highways and public places throughout Ontario;
 - (b) to purchase, lease, acquire and use stock, plant, equipment and property, real and personal, for the purposes aforesaid;
 - (c) to take, transport, carry and convey passengers by means of such local transportation system, together with the right, subject to *The Highway Traffic Act* and *The Public Vehicles Act*, to take, transport, carry and convey passengers throughout Ontario whether by chartered trips or otherwise;
 - (d) to appoint, employ, discharge, fix the salaries and wages of, and to pay all employees of the Commission for the purposes aforesaid, and to specify the duties of all persons so employed, and enter into agreements with such persons, classes of persons, unions and bargaining units; provided no contract of employment shall be made for any term or length of service not exceeding four years, and no contract may be made which may not be terminated at any time for cause;
 - (e) to agree from time to time with any chartered bank or trust company for temporary advances to meet with expense of operating and maintaining such transportation system; provided the total amount so borrowed from all sources shall not at any time exceed the sum of \$100,000, or such greater amount as may from time to time be authorized by by-law of the Council;
 - (f) to enter into agreements with the Corporation for all or any of the following: the payment to it annually of such sums as may be agreed upon in lieu of payment of taxes upon the lands used in connection with the transportation system or upon the business thereof, the performance of services by the Commission to the Corporation, the maintenance or contribution to the maintenance of highways whether by fixed sums or upon a mileage basis, and the care of highways including sweeping, snow removal and sanding, which agreements the Corporation is hereby empowered to make.
8.
 - (a) The Commission has the exclusive right within the City of London to maintain and operate a bus service that picks up and discharges passengers within the limits of the City, including, without limiting the foregoing, transportation within the limits of the City by charter, contract, special trips or otherwise.
 - (b) The Corporation is empowered to pass by-laws imposing such penalties as are provided for contravention of by-laws under *The Municipal Act 2001*, as amended, upon any other person or corporation who carries on such service within the limits of the City.
 - (c) Section 8(a) does not apply in respect of:
 - (i) rickshaws;
 - (ii) pedicabs;
 - (iii) railways incorporated under federal or provincial statutes;
 - (iv) taxis;
 - (v) limousines;
 - (vi) vehicles used for providing sightseeing tours;

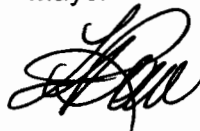
- (vii) vehicles exclusively chartered to transport a group of persons for a specified trip within the City, for a group fee;
 - (viii) buses owned and operated by a board of education, school board or private school, or operated under a contract with such a board or school;
 - (ix) buses owned and operated by not for profit organizations solely for their own purposes, without charging a fee for transportation;
 - (x) the right of a person to maintain and operate buses for the conveyance of passengers within the area annexed to the City on the 1st day of January, 1993 or between that area and the City as it existed on the 31st day of December, 1992, in accordance with a valid operating licence issued to the person under the *Public Vehicles Act* on or before the 31st day of December, 1992.
9. The Commission and the Council shall consult regularly on local transportation system policy and on the general administration and affairs of the Commission in relation to general municipal policy and the administration and affairs of the Corporation.
 10. If, despite the consultations, there emerges a difference of opinion between the Commission and the Council concerning the course of policy to be followed, the Council may by resolution give to the Commission a directive concerning the local transportation system policy of the Commission in specific terms and applicable for a specified period, and the Commission shall comply with the directive.
 11. The Commission shall, in each year on or before such day as Council may prescribe, prepare and submit to the Council for its consideration a budget in such form and detail as may be required by the Corporation consistent with any budget target or direction that may be given by Council of all sums required during the year for the purposes of the Commission. Such budget will be considered by Council and Council may approve the budget with or without modification. The Council may as part of approving any expenditures for the Commission, pass a by-law in accordance with the provisions of the *Municipal Act, 2001*, as amended, for borrowing and may borrow, upon the debentures of the Corporation such sum or sums of money as may be requested for such purposes.
 12. The Commission shall, in each year on or before such day as Council may prescribe, make a report to the Council upon the affairs of the Commission and the local transportation system of the municipality.
 13. With the intent that the transportation system shall be self-sustaining and shall not operate with a deficit, the Commission shall so regulate and fix all tolls and fares for the carriage of passengers that a revenue shall be produced which, together with the application of an appropriate part of any annual approved operating subsidy from the City of London, other operating revenues and funding from reserves and/or senior levels of government shall be in each year sufficient to provide the cost of operating the transportation system and works and equipment used in connection therewith, including interest charges upon moneys raised by the Commission, the cost of repair, the maintenance and upkeep of such system and all buildings and equipment used in connection therewith, the cost of making such renewals and replacements as are properly chargeable to revenue, the cost of insurance against fire, public liability and property damage, the setting up of appropriate operating and capital reserves including those required by federal and/or provincial legislation, such sums as are required to pay such amounts as may be agreed to be paid pursuant to clause (f) of section 7, such sums as are required to pay audit charges and such remuneration of commissioners as may be provided by by-law of the Council. Failure to produce such revenue shall not impose any personal liability upon any commissioner.
 14. Notwithstanding any provisions of this by-law, the Council may by by-law enter into an arrangement with the Commission to provide, either at all times, or within specified times, free transportation or transportation at reduced fares, to any class of residents of the City of London and to provide in such by-law or by-laws for the making of grants to the Commission to cover the cost of providing such transportation.
 15. All moneys expended by the Corporation for the acquisition of or for any of the purposes of the transportation system, including moneys expended in any way for the acquisition of such transportation system and for all steps and formalities preceding such acquisition and incidental to acquiring a transportation system, shall be set up upon the books of the Commission in the amount certified by the Corporation.

16. The Commission shall report to the Corporation in each year the projected operating surplus or deficit together with its recommendations for the utilization or disposition of such surplus or deficit. The Corporation may or may not approve the recommendations of the Commission and may or may not direct that any surplus or part thereof be paid to the Corporation.
17. The fiscal year of the Commission shall be the calendar year, and on or before the 1st day of April in each year the Commission shall submit to the Corporation a financial statement of its affairs during the preceding fiscal year, which shall include a statement of revenue and expenditure, profit and loss and a balance sheet showing the affairs of the Commission. The Commission shall at the same time report to the Corporation upon its operations during the year and give a statement of assets acquired and disposed of during each year. These financial statements will be presented to the Council through the Audit Committee on an annual basis, along with the Commission's consolidated financial statements.
18. The Commission may invest in securities money that it does not require immediately provided any such investment complies with section 418 of the *Municipal Act, 2001*, as amended, and all applicable regulations including without limitation to O. Reg 438/97, as amended, and "The Corporation of the City of London Investment Policy" [Council Policy 8(12) as amended].
19. The Commission shall at all times insure the real property and personal property held and used by the Commission and shall carry public liability and indemnity insurance in connection with all phases of its operation.
20. The auditor of the Corporation shall be the auditor of the Commission and the Commission shall submit all its books, documents, transactions, accounts, vouchers and papers for audit and inspection by such auditor. The said auditor shall report annually to the Council upon the operations of the Commission and from time to time as the Council may request. All monetary transactions of the Commission shall be carried on through and all moneys of the Commission shall be deposited with one or more chartered banks or trust companies.
21. All claims, accounts and demands arising from or relating to the operation, management or control of the transportation system or from the exercise of any of the powers of the Commission shall be made upon and brought against the Commission and not upon or against the Corporation and the Commission may sue and be sued in its own corporate name.
22. If a provision of this by-law conflicts with a provision of another, *the Municipal Act, 2001*, as amended, *the City of London Act, 1951 c. 107* as amended, *the City of London Act, 1960-61 c. 115*, *the City of London Act, 1991 c. Pr2* or any other Act, the provisions of this by-law apply.
23. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on June 29, 2009.



Anne Marie DeCicco-Best
Mayor



Linda Rowe
Acting City Clerk

First Reading – June 29, 2009
Second Reading – June 29, 2009
Third Reading – June 29, 2009

Governance Working Group

Report

2nd Meeting of the Governance Working Group
June 26, 2023

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D. Ferreira, S. Hillier

ALSO PRESENT: K. Huckabone, J. Raycroft, B. Westlake-Power

Remote attendance: Mayor J. Morgan, Councillor E. Pelosa; L. Livingstone, A. Barbon, A. Bush, M. Goldrup, T. Thomas, H. Woolsey

The meeting is called to order at 9:00 AM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent Items

2.1 Minutes of the 1st Meeting of the Governance Working Group

Moved by: S. Hillier

Seconded by: P. Cuddy

That the 1st Report of the Governance Working Group BE APPROVED.

Motion Passed

3. Items for Discussion

3.1 Establishment of GWG Meeting Dates and Times

Moved by: S. Stevenson

Seconded by: P. Cuddy

That the following actions be taken with respect to the meeting dates for the Governance Working Group (GWG):

a) the next meeting of the GWG BE SET for Thursday, July 27 at 1:00 PM; and,

b) the Clerk BE DIRECTED to establish monthly meeting dates for the GWG.

Motion Passed

3.2 2024 Standing Committee Meetings and Annual Meeting Calendar

Moved by: S. Franke

Seconded by: S. Stevenson

That the attached 2024 draft meeting calendar BE APPROVED and BE FORWARDED to the Municipal Council for approval.

Motion Passed

4. Deferred Matters/Additional Business

4.1 Current Council Policies

Moved by: D. Ferreira
Seconded by: A. Hopkins

That the current council policies (item 4.1) BE REFERRED to the next meeting of the Governance Working Group; it being noted that the recent legislative changes related to the Strong Mayor implementation may impact changes to these policies.

Motion Passed

4.2 Ward Boundary Review

Moved by: C. Rahman
Seconded by: S. Franke

That the following actions be taken with respect to a Ward Boundary Review:

- a) the Memo dated June 26, 2023 and entitled "Governance Working Group", BE RECEIVED;
- b) the Civic Administration BE DIRECTED to bring forward to the next meeting of the Governance Working Group the following:
 - i) population projections through to 2026, including post-secondary student enumeration to the fullest extent possible;
 - ii) a draft Terms of Reference for consideration to commence an independent third-party consultant to undertake a comprehensive ward boundary review for the City of London, with a report back prior to the end of 2024;
 - iii) a potential addition to the above noted Terms of Reference related to a governance review to accompany the ward boundary review as may be appropriate.

Motion Passed

5. Confidential (Enclosed for Members only.)

5.1 Personal Matters/ Identifiable Individual

Moved by: P. Cuddy
Seconded by: A. Hopkins

That the Governance Working Group convene In Closed Session, in order to consider a matter pertaining to an identifiable individual; employment-related matters; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.

Motion Passed

The Governance Working Group convenes, In Closes Session at 3:06 PM, and reconvenes in public session at 4:39 PM.

6. Adjournment

Moved by: D. Ferreira

Seconded by: C. Rahman

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 4:44 PM.

January 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 CITY HALL CLOSED NEW YEAR'S DAY	2	3	4	5	6
7	8 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	9 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	10	11	12	13
14	15 CORPORATE SERVICES COMMITTEE 1:00 PM	16 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	17	18	19	20
21	22	23 COUNCIL 1:00 PM	24	25	26	27
28	29 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	30 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	31 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM (Budget Public Participation)			

February 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	2 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	3
4	5 CORPORATE SERVICES COMMITTEE 1:00 PM	6 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	7	8 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	9 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	10
11	12	13 COUNCIL 1:00 PM	14 AUDIT 12:00 PM	15 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	16 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	17
18	19 CITY HALL CLOSED FAMILY DAY	20 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	21 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	22 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	23 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	24
25	26 CORPORATE SERVICES COMMITTEE 1:00 PM	27 DEARNESS HOME CMTE OF MGMT 9:30 AM (Declaration of Compliance) STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM (Includes Budget Public Participation)	28	29		

March 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 CORPORATE SERVICES COMMITTEE 1:00 PM (Remuneration Report)	5 COUNCIL 1:00 PM (Includes Budget Approval)	6	7	8	9
10	11 Week of March Break	12	13	14	15	16
17	18 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	19 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	20	21	22	23
24	25 CORPORATE SERVICES COMMITTEE 1:00 PM	26 SPECIAL COUNCIL 9:30 AM (if Needed) STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	27	28	29 CITY HALL CLOSED GOOD FRIDAY	30
31						

April 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 CITY HALL CLOSED EASTER MONDAY	2 COUNCIL 1:00 PM	3	4	5	6
7	8 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	9 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	10	11	12	13
14	15 CORPORATE SERVICES COMMITTEE 1:00 PM	16 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	17	18	19	20
21	22 CORPORATE SERVICES COMMITTEE 1:00 PM (Tax Policy, if needed)	23 COUNCIL 1:00 PM	24	25	26	27
28	29 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	30 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM				

May 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6 CORPORATE SERVICES COMMITTEE 1:00 PM	7 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	8	9	10	11
12	13 PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	14 COUNCIL 1:00 PM	15	16	17	18
19	20 CITY HALL CLOSED VICTORIA DAY	21 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	22 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	23	24	25
26	27 CORPORATE SERVICES COMMITTEE 1:00 PM	28 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	29	30	31	

June 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	4 COUNCIL 1:00 PM	5	6 FCM ANNUAL CONFERENCE	7 FCM ANNUAL CONFERENCE	8 FCM ANNUAL CONFERENCE
9 FCM ANNUAL CONFERENCE	10 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	11 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	12	13	14	15
16	17 CORPORATE SERVICES COMMITTEE 1:00 PM	18 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	19 AUDIT 12:00 PM	20	21	22
23	24	25 COUNCIL 1:00 PM	26	27	28	29
30						

July 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 CITY HALL CLOSED CANADA DAY	2	3	4	5	6
7	8	9	10	11	12	13
14	15 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	16 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	17 CORPORATE SERVICES COMMITTEE 1:00 PM	18 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	19	20
21	22	23 COUNCIL 1:00 PM	24	25	26	27
28	29	30	31			

August 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 CITY HALL CLOSED CIVIC HOLIDAY	6	7	8	9	10
11	12 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	13 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	14 CORPORATE SERVICES COMMITTEE 1:00 PM	15 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	16	17
18 <i>AMO ANNUAL CONFERENCE</i>	19 <i>AMO ANNUAL CONFERENCE</i>	20 <i>AMO ANNUAL CONFERENCE</i>	21 <i>AMO ANNUAL CONFERENCE</i>	22	23	24
25	26 PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	27 COUNCIL 1:00 PM	28	29	30	31

September 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 CITY HALL CLOSED LABOUR DAY	3	4	5	6	7
8	9 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	10 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	11	12	13	14
15	16 CORPORATE SERVICES COMMITTEE 1:00 PM	17 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	18 AUDIT 12:00 PM	19	20	21
22	23	24 COUNCIL 1:00 PM	25	26	27	28
29	30 CITY HALL CLOSED NATIONAL DAY FOR TRUTH AND RECONCILIATION					

October 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	2 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	3	4	5
6	7 CORPORATE SERVICES COMMITTEE 1:00 PM	8 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	9	10	11	12
13	14 CITY HALL CLOSED THANKSGIVING DAY	15 COUNCIL 1:00 PM	16	17	18	19
20	21 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	22 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	23	24	25	26
27	28 CORPORATE SERVICES COMMITTEE 1:00 PM	29 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM (Includes Tabling of the Budget)	30	31		

November 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	5 COUNCIL 1:00 PM	6	7	8	9
10	11 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	12 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	13 AUDIT 12:00 PM	14	15	16
17	18 CORPORATE SERVICES COMMITTEE 1:00 PM	19 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM (Includes Budget Public Participation)	20	21	22	23
24	25	26 COUNCIL 1:00 PM	27	28 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET	29 STRATEGIC PRIORITIES AND POLICY COMMITTEE 9:30 AM BUDGET (If Needed)	30

December 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 1:00 PM	3 CIVIC WORKS COMMITTEE 9:30 AM PLANNING AND ENVIRONMENT COMMITTEE 1:00 PM	4	5	6	7
8	9 CORPORATE SERVICES COMMITTEE 1:00 PM	10 STRATEGIC PRIORITIES AND POLICY COMMITTEE 1:00 PM	11	12	13	14
15	16	17 COUNCIL 1:00 PM (Includes Budget Approval)	18	19	20	21
22	23	24 CITY HALL CLOSED at 12:00 PM	25 CITY HALL CLOSED CHRISTMAS DAY	26 CITY HALL CLOSED BOXING DAY	27 CITY HALL CLOSED	28
29	30 CITY HALL CLOSED	31 CITY HALL CLOSED				

Fellow members of Council,

During the previous term of Council, London became the first municipality anywhere in Canada to make the safety of women and girls a clear and focused commitment as part of our Strategic Plan. Earlier this year, Council renewed that pledge as part of our latest four-year plan.

I am seeking your support to show continued leadership in this space by formally recognizing Intimate Partner Violence and Femicide as an epidemic.

Last summer in Pembroke, Ont., a nearly month-long inquest examined the 2015 murders of three women in and around Renfrew County and issued 86 recommendations on Intimate Partner Violence. The first recommendation stemming from that inquest was for the Province of Ontario to declare Intimate Partner Violence an epidemic. The inquest also called on the Government of Canada to explore adding the term “Femicide” and its definition to the Criminal Code to be used where appropriate in the context of relevant crimes.

The reasons to do so are many:

- every six days in Canada a woman is killed by her intimate partner.
- on any given night in Canada, over 6,000 women and children sleep in shelters because it is not safe for them at home.
- this past year in Ontario, 52 women or one every week, were victims of femicide.
- in 2022 there were 6,537 Intimate Partner Violence calls made to the London Police Service, and 1,558 occurrences where one or criminal charges were laid.
- the London Abused Women’s Centre provided a total of 11,717 service interactions in 2022, including over 6,000 individual counselling, group, and urgent support service interactions, and more than 5,700 phone calls for service.
- Anova was forced to turn women away from its shelter 2,166 times in 2022 due to a lack of beds.
- 93% of the CAS domestic violence-related intake cases involve a girl/woman as the primary participant.

In addition, it is well understood and conclusively established that violence against women costs the national justice system, health care systems, social service agencies, and municipalities billions of dollars per year. We also know that municipalities are on the front lines in addressing gender-based violence.

It is my strong belief that the proposed resolution will raise awareness about the issue, and help us take further action to combat Intimate Partner Violence and Femicide.

As such, I am asking for your support on the following motion:

THAT London City Council:

- RECOGNIZES the issues of violence against women and girls in London as serious to the health and wellness of local families; and
- is COMMITTED to engaging with community partners to educate and support our residents about the seriousness and long-term danger of violence in our community; and
- THAT London City Council declares that Intimate Partner Violence and Femicide is an epidemic; and
- THAT the Province of Ontario be requested to declare, in accordance with Recommendation #1 of the Renfrew Inquest, that Intimate Partner Violence is an epidemic; and
- THAT the Government of Canada be requested, in accordance with Recommendation #79 of the Renfrew Inquest, to explore adding the term “Femicide” and its definition to the Criminal Code to be used where appropriate in the context of relevant crimes; and
- BE IT FURTHER RESOLVED THAT this resolution be circulated to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable David Lametti, Minister of Justice and Attorney General of Canada, The Honourable Marci Ien, Minister for Women and Gender Equality and Youth of Canada, The Honourable Doug Ford, Premier of Ontario, The Honourable Charmaine A. Williams, Associate Minister of Women’s Social and Economic Opportunity, The Honourable Parm Gill, Minister of Red Tape Reduction, the London Police Services Board, Association of Municipalities of Ontario, the Federation of Canadian Municipalities, and the Ontario Big City Mayors caucus.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Morgan', with a long horizontal flourish extending to the right.

Josh Morgan, London Mayor



Dear Mayor Morgan and London City Council,

The LCCEWA is a network of organizations and programs working to end violence against women (VAW) and gender-based violence (GBV). Along with other municipalities across the province that have declared intimate partner violence (IPV) an epidemic, as Co-Chairs, along with the Executive committee, we are writing in strong support of this motion being put forward in our community.

We believe this is in keeping with, and strengthens, the strategic pillar – *A Safe London for Women, Girls & Gender-Diverse and Trans People*.

There is a growing understanding about the increasing rates of GBV/VAW in the country, province, and our own city. Frontline service providers have seen a sharp increase in requests for service, increase in the severity of cases, and a notable increase in femicides across the province. Across Ontario in 2022, 52 women were murdered. That is one femicide each week throughout the year. As of June 30th, 30 women have been murdered across the province and this number continues to grow. The impact of COVID-19 on people experiencing violence across the globe is known as the shadow pandemic. It will take all levels of government, service providers, and community to address this issue, but the first step is formally calling it what it is – an epidemic. Last year, **Anova & Women's Rural Resource Centre of Strathroy & Area, two of our key women's emergency shelters, turned away 2,166 women from shelter due to lack of beds & capacity.** This trend is captured on our Snapshot (attached) and is mirrored in many communities across Ontario.

The Ontario Association of Interval & Transitional Housing (OAITH) captures data monthly and issues femicide reports, highlighting the high rates of femicide in Ontario amidst the ongoing calls for municipal and the provincial governments to declare IPV an epidemic. More information is available on their website - <https://www.oaith.ca/oaith-work/we-count-femicide-because/monthly-femicide-snapshots.html>

When this motion is passed, the City of London will join other municipalities that are taking a leadership role in recognizing the crisis and responding to declare the killing of women an epidemic. Naming the problem as an epidemic is a first step to meaningful change. In December 2022, Lanark County was the first to declare IPV an epidemic. We ask the City of London to do the same.

London has taken a leadership role in including a strategic pillar that protects women, girls, and gender diverse individuals. But continued engagement with, and investment in, the community on this issue will be critical to ensuring the safety of those experiencing GBV/VAW in our city.

We look forward to continuing to work closely with City Council to protect the most vulnerable individuals in our community.

Sincerely,



Jessie Rodger, LCCEWA Co-Chair, Executive Director, Anova
jessier@anovafuture.org



Jennifer Dunn, LCCEWA Co-Chair, Executive Director, London Abused Women's Centre
jen@lawc.on.ca

SNAPSHOT 2022

Measuring the success and strength by the health and wellbeing of all citizens.

KEY

TVAMHS Thames Valley Addiction & Mental Health Services
WRRCSA Women’s Rural Resource Centre of Strathroy & Area
LAWC London Abused Women’s Centre

DV Domestic violence
SV Sexual violence
HT Human trafficking



Community profile

- 543,551** Population
6.37% increase over 2021
- 29%** Londoner’s identify as a visible minority
- 3 in 4** London’s new residents were immigrants
- 13,675** Indigenous people in London, making up 2.6% of the population.
- \$18.05/hr** Living wage in London
Min. wage \$15.50 Oct 2022, deficit gap of \$2.55hr or \$408/month, Ontario Living Wage Network
London is the 4th fastest growing city in Canada
Most common languages – Arabic, Spanish, Mandarin, Portuguese, Hindi
Oneida of the Thames, 1 of 3 FN’s reserves in London & Middlesex, has had a boil water advisory since 2019



Employment, Social Assistance & Housing

- 6230** Individuals or households on wait list for rent-geared-to-income housing
(19.8% increase over 2020)
- \$1455** Average cost of 1-bedroom apartment
(34.8% increase since 2019)
- 2,241** People experiencing homelessness
- 21.4%** Renting households spending more than 30% of income on housing
12.1% Ontario average - Affordable housing is defined as spending less than 30% of income on housing
- 17,058** Monthly average of beneficiaries on Ontario Works



Crisis & Helplines

- 8,244** Children’s mental health crisis calls
137% increase over 2020, Vanier
- 27,137** Mental health crisis interactions
52.4% increase over 2021, CMHA Reach Out
- 24,261** Mental health support calls
71.9% increase over 2020, CMHA
- 2,704** Mental health & addictions Crisis Centre visits
59% increase in case management due to complexity of cases, CMHA TVAMHS
- 1,651** Crisis Response Team Interactions
171.1% increase over 2021
- 10,274** DV/SV calls crisis calls
54.4% increase over 2021, Anova, Atlohsa, WRRCSA



Policing & Justice

Total Incidents Reported:

	London	Middlesex	Strathroy
DV	1,224 ↓ .25%	403 ↓ 6.45%	208 ↓ 2.4%
SV	546 ↑ 3.23%	48 ↑ 20.8%	23 ↓ 65.2%
HT	71 ↓ 15.5%	7 ↓ 142.8%	0 no change
522	DV offender program completions <i>Changing Ways, Partner Assault Program, Being the Change Program</i>		
195	Outreach supports to victims/current partners <i>Changing Ways, Partner Assault Program, Being the Change Program</i>		
90	Dads, 196 children & 110 mothers <i>Changing Ways, Caring Dads Program</i>		
1148	Counselling for individuals involved with the justice system <i>John Howard Society</i>		



Children & Youth

- 1 in 5** Children struggle with mental health issues
- 1106** Supervised access exchange transfers
DV was #1 reason – Merrymount
- 551** Child protection files open due to DV
20.6% of all assessments
- 23.9%** Children and youth in care who identify as FNIM
- 252** Individuals in Youth Emergency Shelter
- 240** Pediatric sexual assault incidents
15% increase over 2021, Regional SA & DV Treatment Centre



Poverty & Homelessness

- 20,000** Londoners visiting the Food Bank
38% increase over 2021
- 38%** London Food Bank users younger than 17
#1 reason for visiting the Food Bank is increase in rental costs
- 350** Youth accessing monthly Food Bank
Youth Opportunities Unlimited
- 10%** Overall food cost increase from 2021 – 2022
Fastest increase in in over 30 years
- 470%** Increase in Southwest Ontario Aboriginal Access Centre clients reporting food insecurity
- 354** Homeless deaths
- 500** Times a month individuals turned away from Resting Space shelter
290% increase over 2021, London Cares
- 307%** Increase in the total number of calls received for homeless outreach
London Cares
- 498%** Increase in number of urban campsites visited
London Cares



Safety & Supports

- 618** Women & children in emergency shelter due to DV
Multiple sites
- 2,166** Times women turned away from shelter due to lack of beds
Represents a 62% increase over 2021, Anova, WRRCSA
- 52** Average number of days women spent in emergency shelter
Anova
- 2,670** Adult SV & DV cases
Regional SA & DV Treatment Centre
- 24,691** Individuals served in DV/SV/HT counselling
Multiple sites
- 25%** Increase in new clients of crime or tragic circumstances
Victim Services
- 15,308** Individuals receiving addiction & mental health services
20% increase in those receiving service for the first time, CMHA TVAMHS
- 14,505** Client visits to safe consumption services
Carepoint
- 24,786** Client visits to Counterpoint needle & syringe project
- 186** Opioid poisoning & overdoses reversed
- 872** Interpretation hours for newcomers
25 languages, most requested language was Spanish, followed by Arabic & Vietnamese

LCCEWA is a network of organizations, groups and individuals in London & Middlesex dedicated to ending woman abuse through leadership & actions that achieve both social justice for women & an integrated response to women and their children. Membership includes cross-sector organizations including child protection, justice sector, health, adult & children's mental health, violence against women, community counselling, research, education, family supports, Indigenous & Francophone.