

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

22nd Meeting of the Strategic Priorities and Policy Committee

September 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

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, S. Hillier

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact [SPPC@london.ca](mailto:SPPC@london.ca) or 519-661-2489 ext. 2425.

	Pages
<b>1. Disclosures of Pecuniary Interest</b>	
<b>2. Consent</b>	
2.1 Development Charge Exemptions and Discounts	4
a. <i>(ADDED) C. Butler</i>	8
2.2 Municipal Accommodation Tax - Tourism London Annual Report	9
2.3 4th Report of the Governance Working Group	15
2.4 6th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee	17
2.5 Education and Training Session Special Meeting	19
2.6 <i>(ADDED) London's Approved Housing Accelerator Fund</i>	20
<b>3. Scheduled Items</b>	
<b>4. Items for Direction</b>	
4.1 City Manager, Recruitment and Selection Process	27
4.2 Consideration of Appointment to the London and Middlesex Community Housing Board of Directors (Requires 1 Member)	
a. Abba Ahmed Nuhu	30
b. Cathy Baker	33

c.	Chris Barlow	35
d.	Ken Bast	37
e.	Damian Buckley	39
f.	Debra DeWilde	42
g.	Denise Dowd	48
h.	Bineta Gueye	50
i.	Marjorie Harris	52
j.	Kim Kaufman	54
k.	George Lemac	56
l.	Gene Northup	58
m.	Christopher Oldham	60
n.	Kathleen Savoy	64
o.	Ozeyr Subhani	67
p.	Doug Worrall	71
q.	Recommendation from the London and Middlesex Community Housing Board of Directors	73

## 5. Deferred Matters/Additional Business

### 5.1 Consideration of Appointments to the London Hydro Board of Directors (Requires 2 Members)

- a. Tom Brett
- b. Cedric Gomes
- c. Tracy Gustafson
- d. Lorri Lowe
- e. Margaret Parks
- f. Robert C. Watson
- g. Tim Watson

5.2 *(ADDED) Proposed London Hydro and Newco Affiliate* 74

5.3 *(ADDED) 5th Report of the Governance Working Group* 87

5.4 *(ADDED) 7th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee* 98

## 6. Confidential (Enclosed for Members only.)

### 6.1 Personal Matters/Identifiable Individual / Solicitor-Client Privileged Advice

A matter pertaining to a personal matter about an identifiable individual, including municipal or local board employees, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, related to appointments to the London Hydro Board of Directors.

6.2 Personal Matters/Identifiable Individuals

A matter pertaining to an identifiable individual(s).

6.3 *(ADDED) Personal Matters/Identifiable Individuals*

A personal matter pertaining to identifiable individuals, including municipal employees, with respect to the 2024 Mayor's New Year's Honour List.

7. **Adjournment**

## Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**

**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports

**Subject:** Development Charge Exemptions and Discounts

**Date:** September 19, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports the following actions be taken:

- (a) This report, entitled, 'Development Charge Exemptions and Discounts **BE RECEIVED** for information; and
- (b) Civic Administration **BE DIRECTED** to incorporate funding requirements associated with statutory development charge exemptions and discounts into the 2024-2027 Multi-Year Budget, it being noted that adjustments may be made through the Annual Budget Update process as more experience is gained, including adjusting for any Provincial funding should it be received.

## Executive Summary

There are several development charge (DC) exemptions and discounts that are legislated through the *Development Charges Act (DCA)* and the *Ministry of Training, Colleges and Universities Act*, as well as limited discretionary exemptions and discounts contained in the City's DC By-law. With the enactment of the *More Homes Built Faster Act, 2022*, the number of DC legislated exemptions and discounts has expanded. While the Provincial government has stated that it intends to ensure that municipalities are made whole for the additional exemptions and discounts through the *More Homes Built Faster Act, 2022*, it is unclear when or how municipalities will be reimbursed. Until Provincial reimbursement is received, it is recommended that an alternative funding source be established in the upcoming Multi-Year Budget.

## Linkage to the Corporate Strategic Plan

This report is aligned with the City of London 2023-2027 Strategic Plan:

- Housing and Homelessness strategic area of focus and supports the outcome of a well-planned and growing community; and
- Economic Growth, Culture, and Prosperity strategic area of focus and supports the outcome of London encourages equitable economic growth and diversification.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Operational and Community Implications of the More Homes Built Faster Act, 2022 (formerly known as Bill 23), Strategic Priorities & Policy Committee, April 18, 2023
- Financial Implications of the More Homes Built Faster Act, 2022 (formerly known as Bill 23), Strategic Priorities & Policy Committee, April 18, 2023
- Bill 23, More Homes Built Faster Act, 2022, Information Report, Strategic Priorities & Policy Committee, November 22, 2022

## 1.2 Background

The DCA provides the legislative framework which municipalities must follow to levy DCs in Ontario. In addition to establishing the rules for setting DC rates, the DCA also includes several statutory DC exemptions and discounts and provides for municipalities to include discretionary exemptions and discounts into its DC By-laws.

### DC Exemptions and Discounts

Statutory DC exemptions and discounts must be adhered to regardless if they are included in a municipalities DC By-law or not. Unlike discretionary incentives approved by Council, the City does not have the ability to modify or eliminate the statutory exemptions and discounts should they not accomplish their intended goal or Council's desire to re-allocate funding to other community priorities.

Prior to Bill 23, *More Homes Built Faster Act, 2022*, the DCA contained the following statutory exemptions and discounts:

- Land owned and used for the purposes of a municipality;
- Land owned by and used for the purpose of a school board;
- Industrial buildings with an enlargement of 50% or less; and
- The creation of additional residential units in new and existing buildings that meet certain conditions.

While not contained in the DCA, the *Ministry of Training, Colleges and Universities Act* provides an exemption for universities.

November 28, 2022, the Government of Ontario enacted Bill 23, the *More Homes Built Faster Act, 2022* that resulted in several changes to the DCA, including expanding the exemptions and discounts. This includes exemptions for the creation of residential units in certain existing rental residential buildings, existing houses and new residential buildings, non-profit housing development, affordable housing units subject to inclusionary zoning, and affordable and attainable residential units. While most of the exemptions and discounts are now in force and effect, the exemptions pertaining to affordable and attainable housing require regulations in order to provide municipalities with the rules for implementing the change. Until the regulations are proclaimed, these exemptions are not yet in force.

Discretionary DC exemptions and discounts are those that are not statutorily required, but rather established through Council policy. The DC By-law contains limited discretionary DC exemptions, most notably being the Institutional discount, which reduces the DCs payable by 50%. These have been funded from a dedicated tax supported reserve fund.

### Funding DC Exemptions and Discounts

When determining whether DC exemptions and discounts must be funded from alternative funding sources or if the lost revenue can be absorbed into DC reserve funds, requires interpretation of Section 5(6)3 of the DCA which states:

'If the development charge by-law will exempt a type of development, phase in a development charge, or otherwise provide for a type of development to have a lower development charge than is allowed, **the rules for determining development charges may not provide for any resulting shortfall to be made up through higher development charges for other development.**'

The determination of DC rates requires incorporating existing reserve fund balances into the calculation. Once the growth-related capital costs are identified to service lands over the planning horizon, the balance of the reserve fund is netted from the calculations. As a result, if a municipality does not fund DC exemptions and discounts, they will be required to draw from the reserve fund. When the DC rate calculations are updated for the next DC Study, the DC reserve fund balance would be lower than it

would be if the DC exemptions and discounts were funded from another source, resulting in a higher DC rate to account for the reduced reserve fund balance.

Not funding DC exemptions and discounts would provide for the shortfall to be made up through higher development charges for other development, which is in direct conflict with Section 5(6)3 of the DCA. It is therefore recommended that DC exemptions and discounts be funded from alternative funding sources.

### Growth-Related Project Deferrals

While not explicitly addressed in the DCA, project deferrals and accelerations are permitted. Adjusting the timing of projects is a mechanism that municipalities may use in order to respond to the pace of growth (i.e. defer projects when growth is slower and accelerate projects when growth is higher). This has been a common practice in the City of London and is the cornerstone of the Growth Management Implementation Strategy.

While deferring projects is an appropriate strategy and response to slower than anticipated growth, deferring projects to reduce financial pressures on DC reserve funds from not funding DC exemptions and discounts is not applicable. The lack of funding is not caused by slower growth, but by an inability to collect funds from growth that is occurring. Deferring projects that have been identified to meet growth demands when the pace of growth warrants those infrastructure investments would result in an infrastructure servicing delay and may delay the creation of new development. When overlaid against the Provincial governments commitment to build 1.5 million homes over the next ten years and the City of London's pledge to build 47,000 units by 2031, deferring infrastructure investments may impact London's ability to achieve its housing pledge target.

## **2.0 Financial Implications**

Civic Administration estimates that based on historical data the annual funding need associated with currently known and in force DC exemptions and discounts could range from \$10.0 million to \$16.0 million per year over the 2024-2027 MYB period. While the exemptions and discounts may vary each year, the identified range is a reasonable estimate based on current information.

The Province has yet to release details about residential development that will qualify for DC exemptions under the *More Homes Built Faster Act, 2022* provisions for affordable and attainable housing. It was recently announced that these definitions will be provided in the fall of this year. Depending on the eligibility criteria, the impact of this could be significant given the current need and desire to provide affordable and attainable housing within the City. The City's own Roadmap to 3,000 units could trigger millions in exemptions depending on the final wording of the regulations and the nature of the developments constructed. When the definitions are provided, Civic Administration will review any potential impacts and will report back to Council as required.

In response to *More Homes Built Faster Act, 2022*, the Provincial government has committed to addressing funding shortfalls associated with the legislative changes. In written correspondence, the Minister of Municipal Affairs and Housing has stated, "We are committed to ensuring municipalities are kept whole for any impact to their ability to fund housing enabling infrastructure because of Bill 23." Details related to this commitment are unknown at the time of the submission of this report. There has been some signaling from the Province that grant funding may be provided should municipalities meet or exceed their identified housing targets. Further information on the approach to addressing the financial implications of *More Homes Built Faster Act, 2022* was not included with the recent Provincial budget.

The Province is moving forward with the audit process for the finances of six select municipalities. As part of the communication to move forward with the audits, the Province had identified the following:

“The province intends to use these audits to reach a shared understanding of any potential or perceived impacts of the *More Homes Built Faster Act* as regards changes to development-related fees and charges. This aligns with the province’s previous commitment to ensure that there is no funding shortfall for housing-enabling infrastructure as a result of the *More Homes Built Faster Act*, provided municipalities meet or exceed their assigned provincial housing targets.”

The findings of the audits are expected to be used to help develop future provincial policies and programs supporting long-term municipal financial sustainability and housing-related infrastructure investments. The results of the first phase of the audits are expected by the end of 2023.

Civic Administration will continue to monitor and track DC exemptions and discounts that are provided to qualifying developments. In addition, as audit results and findings are released and any changes are communicated, Civic Administration will provide additional information as it becomes available.

## **Conclusion**

With the enactment of the *More Homes Built Faster Act, 2022*, the number of DC exemptions and discounts has increased. While the Provincial government has signalled that municipalities will be kept whole, municipalities have not yet received Provincial funding. Civic Administration will continue to track and monitor the DC exemptions and discounts associated with *More Homes Built Faster Act, 2022*, should Provincial funding become available. Until that time, it is recommended that Civic Administration incorporate funding requirements associated with statutory DC exemptions and discounts into the upcoming Multi-Year Budget adjusting for any Provincial funding as required.

**Prepared by:** Jason Senese, CPA, CGA, MBA  
Manager, Development Finance

**Submitted by:** Greg Clark, CPA, CMA  
Director, Capital Assets and Projects

**Recommended by:** Anna Lisa Barbon, CPA, CGA  
Deputy City Manager, Finance Supports

On Sep 17, 2023, at 8:32 AM, [REDACTED] wrote:

Clerks Office – please distribute this E – Mail as an “ Added Agenda Submission “ for the Tuesday, Sept 19<sup>th</sup> SPPC Meeting under the umbrella of Item 2.1 on the MTG Agenda – Development Charges E’s & D’s. I approve and fully support this distribution on the public record .

Mayor Morgan & SPPC Committee Council Members,

As a taxpayer & voter , I have watched taxpayer’s liabilities to pay outs for deferred development fees rise annually over the past 5 – 7 years at growth levels most on Council would never have expected , almost 2 % of my total annual tax payer funded annual requirement mostly to cover the current Downtown Zones & Industrial Incentives.

With **BOTH** the risk of Bill 23 impacts on expanding D’s & E’s and the serious discussion already started on adding D ‘s & E’s and or grants to support London’s drive to build more homes , our current tax payer funded liability here could expand quickly.

RECOMMEND >> That the SPPC ask our Deputy City Manager – Finance Supports to offer up an update outside the 2024 – 2028 Budget cycle; as this issue should have maximum public exposure & SPPC – full Council debate. The Budget Process does not offer that same opportunity as the public input is limited usually to 1 day of feedback , covering 70 – 80 residents in 3 separate rooms focused mostly on what’s not in the budget . I’m still waiting with some glimmer of hope for guidance from our Finance Team that actually supports & “ walks the talk “ that our rapid path to infill & intensification actually offers taxpayers savings going forward on both our capital & tax payer funded operating budgets and I would think this should spill into our Development Fees in these infill areas .

THXS – Chris Butler – [REDACTED]



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development

**Subject:** Municipal Accommodation Tax – Tourism London Annual Report

**Date:** September 19, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, Tourism’s London annual report on the expenditures of Municipal Accommodation Tax revenues **BE RECEIVED** for information.

## Previous Reports Pertinent to This Matter

- Strategic Priorities & Policy Committee, September 20, 2022, Agenda Item #2.8, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, July 28, 2021, Agenda Item #2.2, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, August 11, 2020, Agenda Item #2.1, Municipal Accommodation Tax – Required Annual Report
- Strategic Priorities & Policy Committee, June 25, 2018, Agenda Item #2.2, Municipal Accommodation Tax – Required Agreements and By-laws
- Strategic Priorities & Policy Committee, May 7, 2018, Agenda Item #3.3, Municipal Accommodation Tax – Implementation
- Community & Protective Services Committee, May 1, 2018, Agenda Item #2.1, Short Term Accommodations
- Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item #3, Transient Accommodation Tax

## Executive Summary

The portion of the Municipal Accommodation Tax (“MAT”) that is overseen by Tourism London is governed by an adjudication committee consisting of 5 Tourism stakeholders, 2 of which are representatives of local hotels. The purpose of which, is to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development; finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions.

## Linkage to the Corporate Strategic Plan

Strategic areas of focus include:

- Economic Growth, Culture, and Prosperity, and
- Well-Run City.

## Analysis

### 1.0 Background Information

On November 2, 2018, the Corporation of the City of London and Tourism London entered into a Municipal Accommodation Tax Financial Accountability Agreement (the Agreement), where 50% of the net proceeds of the Municipal Accommodation Tax shall be deposited into a fund controlled by Tourism London as the City’s designated tourism entity in accordance with O. Reg. 435/17. Tourism London’s portion of the fund supports the tourism industry in London, including:

- Expansion opportunities for Tourism London’s business units
- The pursuit of the following objectives and outcomes:
  - increase visitations to the City of London;
  - enhance London’s national and international profile;
  - support product development and industry growth;
  - fund bid requirements for major events without additional funding from the City of London; and
  - to become more competitive with other provincial and national cities in Canada.

On February 19, 2019, Tourism London’s Board of Directors approved the Terms of Reference for the Municipal Accommodation Tax (MAT) Adjudication Committee (see Appendix A), which includes:

- MAT Overview and Objectives
- Committee Composition
- Mandate
- Meetings
- Reporting
- Confidentiality

On May 28, 2019, Tourism London’s Board of Directors approved the MAT Funding Criteria and Funding Eligibility (see Appendix B).

The Municipal Accommodation Tax Financial Accountability Agreement requires “the preparation of an annual report to City administration and Tourism London members on expenditures and initiatives that have received monies from the Fund.” This report is intended to fulfill this requirement.

## Financial Impact

As of December 31, 2022, Tourism London’s 2022 MAT Reserve Fund Recap shows the following:

DATE	DESCRIPTION	REVENUES	EXPENDITURES	BALANCE
Jan 1, 2022	Opening Balance			\$1,621,935
2022	MAT funds collected*	\$1,998,369		
2022	Interest earned	\$40,046		
2022	Total	\$2,038,415	\$627,647	\$1,410,768
Dec 31, 2022	Closing Balance			\$3,032,703

\*20% holdback on the total MAT funds collected in 2022 will be reserved for 2023

### Open Board Approved MAT Initiatives:

APPROVAL DATE	OPEN BOARD APPROVED INITIATIVES	BEGINNING BALANCE	2022 EXPENDITURES	ENDING BALANCE
Jun-19	Convention Bid Incentives	\$100,000	\$0	\$100,000
Jun-19	Ottawa/Toronto Client Events	\$40,000	\$0	\$40,000
Jun-19	Convention FAM Trips	\$70,000	\$0	\$70,000
Jun-19	Product Development and Industry Training	\$11,750	\$0	\$11,750
Apr-21	Stay a Little Longer 2.0	\$82,557	\$82,427	\$130
Aug-21	2023 Brier Men's Curling Championships	\$400,000	\$400,000	\$0
Feb-22	Hockeyfest 2022	\$30,000	\$30,000	\$0
Feb-22	CMAO 2022 Awards and Festival (Final Installment)	\$25,000	\$25,000	\$0
Apr-22	2022/23 FISU Rowing	\$85,000	\$0	\$85,000
Sep-22	2022 U Sports Vanier Cup	\$100,000	\$90,220	\$9,780
<b>Total Open Initiatives</b>		<b>\$944,307</b>	<b>\$627,647</b>	<b>\$316,660</b>

As per the Agreement, the Tourism London Board will include an annual audited statement of the MAT Reserve Fund to the City as part of the audited financial statements submitted annually by Tourism London to the City. The 2022 audit was completed with the finalized audited statement submitted to Civic Administration (see Appendix C).

## **Conclusion**

This report presents the required annual report details as required by the Municipal Accommodation Tax Financial Accountability Agreement between The Corporation of the City of London and Tourism London.

**Prepared by:** Cheryl Finn  
General Manager, Tourism London

**Recommended by:** Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development

## Appendix "A"



### TOURISM LONDON MAT ADJUDICATION COMMITTEE TERMS OF REFERENCE

#### 1. MAT OVERVIEW AND OBJECTIVES

The purpose of the Municipal Accommodation Tax ("MAT") is to help grow tourism in London by funding supplemental promotion and product development activities that will attract overnight stays, stimulate visitor spending and community economic development; finance hosting and bidding costs for major one-time or recurring Provincial, National or International events including meetings and conventions.

The objectives of the MAT include the following:

- To attract overnight visitations and spending to London
- To increase the Provincial, National and International profile of London
- To increase community economic growth, business partnerships and legacy development for London
- To support events and activities that align with Tourism London's and the City of London's strategic areas of focus
- To support events and activities that improve visitor appeal and create engaging experiences

#### 2. COMMITTEE COMPOSITION

The Committee will be composed of at least five (5) members of the Board, two (2) of whom shall be drawn from representatives of the City's hoteliers. A chair of the Committee shall be selected from its members. The Chair will preside at all meetings of the Committee but where the Chair is unable to attend, the chair of the meeting will be selected from Committee members then in attendance.

#### 3. MANDATE

The Committee shall operate within the following terms of reference:

- To review funding requests received by it through the existing internal Tourism London departmental processes
- To recommend to the Executive Committee for submission to the Board for approval funding requests that meet one or more of the objectives set forth above and are within the funding limits established by the Board from time to time and with such conditions or terms as the Committee considers appropriate to the application
- To ensure that funding requests are evaluated on the basis of clear and efficient use of MAT funds based on criteria established by the Committee from time to time and consistent with the objectives set forth above and, where applicable, with measurable financial and economic impact projections and results
- To reject funding requests that:
  - are not made by Federally or Provincially incorporated entities in good standing
  - are fundraising events or events with a primarily charitable purpose
  - are for operational costs or ongoing program costs
  - do not demonstrate adequate financial or operational strength

#### 4. MEETINGS

The Committee shall meet at the call of the Chair

#### 5. REPORTING

The Committee shall provide regular reports to the Board of the activities of the Committee and annually shall provide to the Board a summary report

#### 6. CONFIDENTIALITY

To ensure impartial decision making, members of the Committee will be required to sign a confidentiality and conflict of interest declaration

*Approved by Tourism London's Board of Directors February 19, 2019*

## Appendix "B"



### TOURISM LONDON MAT FUNDING CRITERIA

The provision of financial assistance will be considered by one or more measures if the approved event/initiative:

1. Generates economic or social benefit for London;
2. Engenders a positive profile for London either regionally, provincially, nationally or internationally;
3. Attracts out of town attendees, industry delegates and other visitors;
4. Provides reasonable attendance estimates;
5. Demonstrates clear and measurable economic value;
6. Support product development and industry growth.

Funding allocations will be considered on a year to year basis in the context of an existing event/initiative or brand new event/initiative and will not be provided for core operating expenses or capital purchase costs but may be offered for activities such as:

1. Strategic marketing;
2. Adding new elements to an event;
3. Rental equipment to improve visitor experience or enhance capacity;
4. BID Incentives.

#### **Funding Eligibility**

Submissions for funding support must demonstrate that the applicant:

1. Is a legally constituted entity;
2. Provides a business plan and a history of financial viability where applicable or as may be required from time to time;
3. Makes available audit or notice to reader documentation where applicable or as may be required from time to time.

With the provision of further review.

*Approved by Tourism London's Board of Directors May 28, 2019*

## Appendix "C"

### Tourism London Schedule 1: Municipal Accommodation Tax

*For the year ended December 31, 2022*

	2022	2021
<b>Revenues</b>		
Municipal accommodation tax (Note 6)	\$ 1,998,369	\$ 783,117
Interest income	40,046	38,717
<b>Total Revenues</b>	<b>\$ 2,038,415</b>	<b>\$ 821,834</b>
<b>Expenditures</b>		
2023 Brier Men's Curling Championships	400,000	-
Canadian Country Music Awards	-	350,000
CMAO Awards & Festival	25,000	10,000
HockeyFest Game On	30,000	30,000
Merry Market	-	25,000
Product & Industry Development	-	1,376
Road to Rock the Park	-	15,000
Stay a Little Longer 2.0	82,427	285,027
Support Local 2.0	-	30,835
Vanier Cup	90,220	-
<b>Total Expenditures</b>	<b>\$ 627,647</b>	<b>\$ 747,238</b>
<b>Excess of revenue over expenditures for the year</b>	<b>\$ 1,410,768</b>	<b>\$ 74,596</b>

*The accompanying notes are an integral part of these financial statements*

# Governance Working Group

## Report

4th Meeting of the Governance Working Group  
August 28, 2023

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D. Ferreira

ABSENT: S. Stevenson, S. Hillier

ALSO PRESENT: S. Corman, K. Huckabone, J. Raycroft, M. Schulthess

Remote Attendance: L. Livingstone, J. Adema, A. Barbon, A. Bush, A. Sercombe

The meeting was called to order at 1:01 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent Items

None.

### 3. Items for Discussion

#### 3.1 Electronic Participation of Council Members at Council and Standing Committee Meetings – Policy Update

Moved by: S. Trosow

Seconded by: D. Ferreira

That the City Clerk BE DIRECTED to undertake the following with respect to the Electronic (Remote) Participation of Members of Council at Council and Standing Committee Meetings:

a) report back to the next Governance Working Group with an additional draft policy that incorporates additional edits, including the following:

- i) the requirement to have cameras active;
- ii) specific requirements for confidential participation including cameras and headset usage;
- iii) clarification of the expectation for voting Members to attend meetings in person, rather than remote participation; requirement for voting Members to provide advance notice to the City Clerk and Chair of the committee, including reasons for remote participation;
- iv) consideration of a threshold for in person attendance at meetings;

b) a draft administrative policy, for the information of Council, with respect to the participation of staff and the public for hybrid meetings.

**Motion Passed**

3.2 Ward Boundary Review

Moved by: S. Trosow

Seconded by: A. Hopkins

That the matter of a Ward Boundary Review BE REFERRED back to the Civic Administration in order to report back to a special meeting of the Governance Working Group, to be scheduled the week of September 11, with respect to a revised Terms of Reference to support the various options, as outlined in the report dated August 28, 2023, including consideration of future growth with the intent that any ward boundary changes will be relevant for the next three elections, inclusive of student population data and additional data points that may be applicable, as well as additional detail related to deliverables.

**Motion Passed**

**4. Deferred Matters/Additional Business**

None.

**5. Confidential**

5.1 (ADDED) Personal Matters/Identifiable Individuals

Moved by: C. Rahman

Seconded by: J. Pribil

That the Governance Working Group convene, In Closed Session, in order to consider a matter pertaining to an identifiable individual(s).

**Motion Passed**

The Governance Working Group convenes, In Closed Session, at 3:06 PM and reconvenes in public session at 3:19 PM.

**6. Adjournment**

Moved by: S. Franke

Seconded by: J. Pribil

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 3:20 PM.



# **Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report**

The 6th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee  
August 10, 2023

Attendance P. Gill (Acting Chair), S. Atieh, K. Burke, R. Gill, B. Hill, L. Ochoa, M. Stothers, N. Syed and K. Mason (Committee Clerk)

ABSENT: R. O'Hagan, S. Evoy, N. Fahd. M. Castillo, N. Fragis, D. Goodwin, J. Pineda

ALSO PRESENT: S. Corman, K. Koltun, R. Morris, B. Westlake-Power

The meeting was called to order at 4:02 PM; it being noted that S. Atieh, P. Gill, R. Gill, L. Ochoa, and M. Stothers were in remote attendance.

## **1. Call to Order**

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## **2. Opening Ceremonies**

### 2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgment of Indigenous Lands was read by P. Gill.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## **3. Scheduled Items**

### 3.1 Update on the Director of Anti-Racism and Anti-Oppression

That it BE NOTED that a verbal presentation, from R. Morris, with respect to an update on the Director of Anti-Racism and Anti-Oppression, was received.

### 3.2 Anti-Hate Project and CREWS Project

That it BE NOTED that a verbal presentation, from K. Koltun, Senior Coordinator, Community Engagement – Equity & Inclusion Anti-Racism and Anti-Oppression Division, with respect to the Anti-Hate Project and CREWS Project, was received.

## **4. Consent**

### 4.1 The 5th Report of the Diversity Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 5th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held on May 29, 2023, was received.

**5. Sub-Committees and Working Groups**

None.

**6. Items for Discussion**

6.1 2024 Mayor's New Year's Honour List - Call for Nominations

That it BE NOTED that the communication, dated July 12, 2023, from the City Clerk and the Deputy City Clerk, with respect to the 2024 Mayor's New Year's Honour List Call for Nominations, was received.

6.2 2023 DRRRIA Awards - Budget and Call for Nominations

That it BE NOTED that the application for nominations for the Diversity, Race Relations and Inclusivity Awards, was received; it being further noted that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the DRRRIA Awards budget.

**7. Adjournment**

The meeting adjourned at 4:37 PM.



# MEMO

**To:** Strategic Priorities and Policy Committee

**From:** Michael Schulthess, City Clerk  
City Clerk's Office

**Date:** September 19, 2023

**Re:** Special Strategic Priorities and Policy  
Committee Meeting  
(Education and Training Session)  
September 28, 2023

---

## **Background**

On May 16, 2023 Municipal Council appointed Principles Integrity as our new Integrity Commissioner ["IC"]. As part of the agreement with Principles Integrity, training is provided which covers the role of the IC, obligations and responsibilities of Members of Council under the City's Code of Conduct for Members of Council, and duties under the *Municipal Conflict of Interest Act*. Principles Integrity has conducted similar sessions for many of the other municipalities they serve.

In accordance with s.239(3.1) of the *Municipal Act, 2001*, as amended, a meeting may be closed to the public when it is being conducted for the purpose of education and training of the Members. The IC education and training session noted above falls squarely within this provision, and accordingly, it is recommended that a resolution be passed in public pursuant to s.239(4), and to change the meeting venue as required by s.2.6 of the Council Procedure By-law.

An agenda containing further details will be provided to Members of Council prior to the education and training session.

## **Recommendation**

That, the following actions be taken with respect to an education and training session with the Integrity Commissioner for the City of London:

- a) that pursuant to section 2.6 of the Council Procedure By-law, a change in meeting location from Council Chambers to the Civic Gardens Complex on September 28, 2023 from 10:00 AM to 2:00 PM BE APPROVED; and
- b) that the Municipal Council convene In Closed Session pursuant to s.239(3.1) of the *Municipal Act, 2001* for the specific purpose of Council Member training and education by the Integrity Commissioner for the Corporation of the City of London, on September 28, 2023, at the location and time noted in clause a).

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Scott Mathers, MPA, P. Eng  
Deputy City Manager, Planning and Economic Development  
**Subject:** London's Approved Housing Accelerator Fund  
Application  
**Date:** September 19, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following report **BE RECEIVED** for information.

## Executive Summary

In April 2023, the Government of Canada through the Canada Mortgage and Housing Corporation (CMHC) announced details on a Housing Accelerator Fund (HAF). The primary objectives of HAF are to encourage housing supply growth and enhance certainty in development approvals. To secure funding, the City must demonstrate how HAF funds will achieve additional housing units beyond what will otherwise be achieved without HAF funding. The HAF funds must be spent on implementing a series of housing acceleration initiatives and any remaining funding can be used to support affordable housing, housing-related infrastructure, and community-related infrastructure. The funding amount is based on housing targets set by the municipality between 2024 and 2026 and must be identified in the application.

London's approved application provides a housing target of 2,187 additional units between 2024-2026 for eligibility of up to \$74,058,143.00 under the Housing Accelerator Fund. These units must be over and above London's recent unit construction average. The following table provides London's target information:

**Table 1: London's Housing Supply Growth Target (2024-2026)**

Anticipated number of units over the next 3 years:	9,432 Units
Additional number of units over the next 3 years with Housing Accelerator Funding:	2,187 Units
London's Housing Supply Growth Target:	11,619 Units

London's successful application was announced by Prime Minister Trudeau on September 13, 2023. The allocation of funds as included in the approved application are as follows:

**Table 2: Application Funding Breakdown**

<b>Funding Category</b>	<b>Funding Amount</b>
Plan Initiatives and Financial Incentives:	\$28,098,000
Investments in affordable housing	\$20,000,000
Investments in housing-related infrastructure	\$12,300,000
Investments in community-related infrastructure that supports housing	\$13,660,000
<b>Total</b>	<b>\$74,058,000</b>

Following last week's announcement from the Prime Minister, Civic Administration is actively preparing an implementation plan for the key initiatives, housing assessment needs, and investment projects that supports the work of the HAF and, ultimately, the 47,000 housing unit target.

## Linkage to the Corporate Strategic Plan

### Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- The City of London supports faster/ streamlined approvals and increasing the supply of housing with a focus on achieving intensification targets.

### Well Being and Safety

- Housing in London is affordable and attainable.
  - Prioritize approval of housing projects that increase the depth of affordability in available housing options.
  - Ensure there is an adequate supply of lands for new homes and services.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- SPPC February 7, 2023, London's Housing Pledge with respect to the City of London Municipal Housing Target of 47,000 units
- February 16, 2023 – Mayor Morgan's letter to the Province for the City of London's Housing Pledge to facilitate and accelerate the housing supply of 47,000 units in our community by 2031

### 2.0 Discussion and Considerations

#### 2.1 Purpose

This report provides an overview of the CMHC Housing Accelerator Fund, a summary of London's Housing Accelerator Fund application, and highlights next steps to roll out the implementation of the Housing Accelerator Fund Action Plan.

#### 2.2 Background

In April 2023, the Canada Mortgage and Housing Corporation (CMHC) released details on the Housing Accelerator Fund. Housing Accelerator Fund is a \$4 billion incentive program targeting local municipal governments, with an anticipated outcome of 100,000 additional building permits issued in Canada over a three-year period.

The aim of the program is to encourage new municipal initiatives that will increase housing supply at an accelerated pace and enhance certainty for developers in the approvals and building permit, resulting in transformational change to the housing system. Other program objectives include developing complete, low-carbon and climate-resilient communities that are affordable, inclusive, equitable and diverse. To access funding, municipalities are required to submit an application to CMHC. The application requires an Action Plan that demonstrates a commitment to new initiatives and growth targets, which will result in additional unit growth over a 3-year period from 2024-2026.

#### 2.3 London's Housing Accelerator Fund Action Plan

The Housing Accelerator Fund application process required the submission of a Housing Accelerator Fund Action Plan for London. The Housing Accelerator Fund application process requires City's to select seven initiatives from a list of twenty-five initiatives developed by CHMC to accelerate new housing. This list of twenty-five initiatives was discussed at multiple meetings of the Housing Supply Reference Group for input from industry partners. City staff and industry partners were in full agreement that the selected seven initiatives have the highest potential to accelerate new housing in London.

These initiatives are listed below:

1. Promoting high-density development without the need for privately initiated rezoning (as-of-right zoning), e.g., for housing developments up to 10 stories that are in proximity (within 1 .5km) of rapid transit stations and reducing car dependency.
  - Noting: The City would also tie these incentives to inclusion of housing unit types for families, students and seniors at various levels of affordability to ensure a diverse and inclusive community is created. This initiative will also include implementing incentives for conversions from non-residential to residential and multi-unit housing within close proximity to transit through the development of a Community Improvement Plan.
2. Encouraging Additional Residential Units—a second smaller unit on the same property as a primary unit.
3. Promoting infill developments (adding new units to existing communities) with increased housing density and a variety of unit types (e.g., duplexes or secondary suites).
  - Noting: Increasing housing supply is elevated in its importance for London to provide and support housing need driven by the new “Volkswagen EV Battery Cell Gigafactory” in the London CMA (Census Metropolitan Area).
4. Encouraging alternative forms of housing construction such as modular housing, manufactured housing, and prefabricated housing.
5. Create a process for the disposal of city-owned land assets for the development of affordable housing as-of-right (not requiring rezoning).
  - Noting: Through this initiative, the city aims to address the affordable housing crisis, utilize public assets effectively, create inclusive communities, and contribute to the city's sustainability goals. Through this initiative the City will focus on a program to create shovel ready affordable housing projects.
6. Implementing new/enhanced processes or systems such as case management, e-permitting, land and building modelling.
  - Noting: The e-permitting enhancements will also help streamline applications that may also involve standardized 'pre-reviewed' ARUs (as separate structures) whereby the process will be undertaken by dedicated staff.
7. Partnering with non-profit housing providers to preserve and increase the stock of affordable housing.

These initiatives make up London's “Housing Accelerator Fund Action Plan”. The City must show progress towards implementing the action plan initiatives and achieving the 2,187 additional unit growth targets in order to receive the program funding. As part of the action plan, Civic Administration identified that approximately 40% of funds be directed to support delivering the initiatives and providing financial incentives to achieve the Action Plan target. The remaining funds are identified in the Action Plan are to support investments in affordable housing, affordable housing infrastructure, and community-related infrastructure that supports housing.

## **2.4 Securing the Housing Accelerator Funding**

London's eligibility for funding was determined by the strength of the Action Plan submitted to CMHC, which consisted of seven initiatives, housing targets, and a commitment to complete a housing needs assessment.

The initiatives and targets are scored against evaluation criteria to determine initial funding eligibility. Action Plans are scored higher under the following criteria:

- Demonstrate a commitment to increasing housing supply,
- Support the objectives of the Housing Accelerator Fund program.
- Include initiatives that are effective at increasing housing supply, and
- Demonstrate a need for increased housing supply through the submission of a needs assessment.

The funding is awarded based on the overall projected number of additional new units that will occur because of the Housing Accelerator Fund funding. In general, funding is based on the municipality's overall growth commitments and projected units that align with priority areas. There are 3 components of the funding framework:

1. Base funding,
2. Top-up funding, and
3. An affordable housing bonus.

The committed targets are included in the action plan and reflected in the contribution agreement that has been entered into between CMHC and the City. Multi-unit housing in close proximity to transit will receive the most per unit funding, followed by 'Missing Middle' built form multi-unit housing, other multi-unit housing, and detached homes. An affordable housing bonus of \$19K / unit is also available. In total, per unit funding ranges from \$20K to \$50K per unit.

## **2.5 Permitted Use of Funds**

The HAF is intended to incent Cities to commit to change, show progress and be provided with funding in return for achieving growth targets. The Housing Accelerator funding can be used under the following four categories:

- Investments in Housing Accelerator Fund Action Plans,
  - any initiative included in the proponent's action plan and approved by CMHC,
- Investments in Affordable Housing,
- Investments in Housing-related Infrastructure, and
- Investments in Community-related Infrastructure that supports housing.

As part of the application cities were asked to provide estimates for how the funding would be used across the four funding categories. The following sections provide what was included in London's submission. It should be noted that these estimates and proposed uses are preliminary, and the flexibility built into the Housing Accelerator Fund allows the allocations of funding and the specific investments to change as the City's Action Plan proceeds.

### **Investments in Housing Accelerator Fund Action Plans (\$28.1M)**

London's Housing Accelerator Fund Action Plan includes seven initiatives highlighted in section 2.3 of this report. Administration anticipates the proposed initiatives will have a long-term positive impact on supply system. The objective of these programs is to support the initiatives to provide for accelerated housing in the short-term over the period of the Housing Accelerator Program.

\$8,098,000 – Plan Initiatives – Funding for staffing, consulting fees, software costs to support plan initiatives.

\$20,000,000 – Financial Incentives – Per unit financial incentives to support new Community Improvement Plans and Financial Incentive Programs to support multi-unit non-residential conversions and multi-unit transit-oriented housing.

## **Investments in Affordable Housing (\$20M)**

The investments in affordable housing can provide additional supply of housing over the period of the Housing Accelerator Fund Program and over the longer term through the acquisition of land.

\$20,000,000 – Municipal, developer, and non-profit-led construction of affordable housing – Funding of various programs to support affordable housing. This program will also build highly supportive housing as set out in London’s Whole of Community Health and Homelessness System Response.

## **Investments in Housing Related Infrastructure (\$12.3M)**

The investments in housing related infrastructure can provide additional supply of housing over the period of the Housing Accelerator Fund Program and over the longer term through the construction of servicing projects that will provide capacity for future growth.

\$10,000,000 – Servicing Improvements for multi-unit housing in areas of intensification – Funding of infrastructure projects to support multi-unit housing near transit, missing middle housing, and multi-unit housing in areas experiencing intensification. The funding will support the construction of water, wastewater, and stormwater infrastructure providing capacity for new multi-unit development.

\$2,000,000 – Acceleration of Key Housing Servicing Infrastructure – Funding to support the acceleration of strategic road, water, wastewater, and stormwater infrastructure projects that support residential development lands. This program covers the construction or financing costs related to accelerating critical infrastructure projects.

\$300,000 – Housing Needs Assessment Study – Funding to support the creation of London’s Housing Needs Assessment Study which is required to be completed by November 2025 to continue to access Housing Accelerator funding.

## **Investments in Community-related Infrastructure that Supports Housing (13.7M)**

The investments in community-related infrastructure that supports housing related infrastructure will provide opportunities to fund projects that are required to support the supply of housing over the period of the Housing Accelerator Fund Program and over the longer term through the construction of servicing projects that will provide capacity for future growth.

\$10,000,000 – Community Hubs to provide Timely & Direct Pathways to Housing – Funding to support London’s Whole of Community Health and Homelessness System Response which develops an integrated model of care offering a range of functions through a network of community hubs. Community hubs will provide wrap-around services including direct pathways to housing, supported by the development of highly supportive housing units.

\$3,660,000 – New Housing Related Parks Enhancement and Natural Heritage Acquisition Program – Funding to support enhancements of park spaces and acquisition of natural heritage areas supporting new housing including multi-unit housing in established intensifying neighbourhoods.

## **2.6 Timelines**

Funding Advances and Reporting Funding is advanced in four equal payments, the first of which is issued on the effective date of the contribution agreement, and the remaining payments occur annually. The fourth and final installment will be awarded based on



achievement of targets. All funds must be spent by the final reporting to CMHC in late 2027.

The City is required to periodically report on the progress of the Action Plan and achievement of targets. Reports are required 6 months after the initial advance and annually on the anniversary date of the agreement.

## **2.7 Working with Industry Partners**

The City will work with key interested parties, both internal and external, to provide timely information. This data will help provide “on the ground” insights, inform program delivery, supports and initiatives as well as assess any risks to deliver on the target units.

The City is able to leverage community relationships which can serve as a conduit for identifying and responding to needs and opportunities to support London’s Housing Pledge to the Province for the target of 47,000 units by 2031. We know that the role of municipalities will be to facilitate and support housing supply in our communities. However, building and delivering these units will require private sector and non-profit sector leadership to aid in addressing barriers related to affordability, especially for those on low or fixed incomes. Therefore, the City is in a good position to develop mitigation strategies to respond to any unexpected or unpredictable changes over the next few years.

## **3.0 Financial Impact & Considerations**

There is no financial impact resulting from this report. The Housing Accelerator Fund program is 100% federally funded by the Canada Mortgage and Housing Corporation (CMHC). There are no additional municipal funds being requested of the City of London to provide any portion of the costs of delivering this service.

The Housing Accelerator Fund funding will allow the City to advance the Housing Pledge to facilitate and accelerate the housing supply of 47,000 units in our community by 2031. The funds are advanced in four equal installments over the program and failure to show progress on the Action Plan or comply with program requirements may put program funding at risk.

While the above financial considerations are important to note, appropriate monitoring safeguards will be put in place to mitigate the risks where possible.

## **4.0 Next Steps**

In response to this week’s announcement by the Prime Minister of Canada on a successful application, Civic Administration is actively preparing an implementation plan for the key initiatives, housing assessment needs and investment projects.

In addition, the following action items are currently in progress that supports the work of the Housing Accelerator Fund and, ultimately, the 47,000 housing unit target:

- October 3, 2023 Planning and Environment Committee for consideration of a zoning by-law amendment that would permit as of right building permits for up to 4 residential units wherever a zone permits singles, semis, or street townhomes.
- Target October 31, 2023 Strategic Priorities and Policy Committee for an information report on the Mayor’s pledge of 47,000 housing units by 2031.
- Target Q4-2023 Strategic Priorities and Policy Committee for a report on staff attraction and retention and the plan to return to the workplace.

- Target Q1-2024 Strategic Priorities and Policy Committee for a report on the Housing Supply Action Plan to facilitate the construction of the targeted housing units.

Civic Administration will also undertake and fulfill the obligations as identified in the HAF Contribution Agreement:

- Undertake a Housing Needs Assessment Report to be completed by November 2025.
- Initiate City-led planning applications to Official Plan policies and Z.-1 Zoning By-law to accelerate housing supply.
- Undertake the hiring of temporary staff and consulting services as additional resources to support Civic Administration with the HAF funding initiatives and programs.

## Conclusion

This information report is an overview of the City's application to the Canada Mortgage and Housing Corporation on the Housing Accelerator Fund program. The City has identified a housing target of 2,187 additional units between 2024-2026 and was approved for \$74,058,143.00 under the Housing Accelerator Fund. The City is well positioned to achieve this housing target as a large and fast-growing municipality. The funding through the Housing Accelerator Fund will encourage transformational change on housing supply and affordable housing in London, which will help to facilitate and accelerate the housing supply of 47,000 units in our community by 2031.

**Prepared and Submitted by:**

**Heather McNeely, MCIP RPP  
Director, Planning and Development**

**Recommended by:**

**Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic Development**

Cc:

Lynne Livingstone, City Manager

Anna Lisa Barbon, Deputy City Manager, Finance Supports

Barry Card, Deputy City Manager, Legal Services

Kelly Scherr, Deputy City Manager, Environment and Infrastructure

Kevin Dickins, Deputy City Manager, Social Health and Development

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

John Paradis, Deputy City Manager, Enterprise Supports

## Report to Strategic Priorities & Policy Committee

**To:** Chair and Members  
Strategic Priorities & Policy Committee  
**From:** John Paradis, Deputy City Manager, Enterprise Supports  
Michael Goldrup, Director, People Services  
**Subject:** City Manager, Recruitment and Selection Process  
**Date:** September 19, 2023

## Recommendation

That, in consultation with the Mayor, and on the recommendation of the Deputy City Manager, Enterprise Supports and Director, People Services, the following actions be taken with respect to the City Manager recruitment and selection process:

- a) the staff reported dated September 19, 2023, related to the City Manager recruitment and selection process, **BE RECEIVED** for information; and
- b) the Recruitment and Selection Plan for the new City Manager contained in the above-noted report, **BE ENDORSED**.

## Executive Summary

In July 2023, the current City Manager, Lynne Livingstone informed Administration and Council of her upcoming retirement at the end of December 2023. Civic Administration was requested to report back with a plan for the recruitment of a new City Manager for Councils' consideration.

The purpose of this report is to propose a methodology for the recruitment of a new City Manager and seek Councils' endorsement of the recruitment plan.

In consultation with Mayor Morgan and with consideration of the current changes to the Strong Mayor Legislation, the recruitment plan indicates the Mayor requests Council to select the candidate for City Manager with his endorsement.

## 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.

## Analysis

### 1.0 Background Information

The current City Manager, Lynne Livingstone informed Administration, Mayor and Council of their upcoming retirement at the end of December 2023.

#### 1.1 Strong Mayor Legislation

In 2022, the Ontario government enacted the *Strong Mayors, Building Homes Act*, which made changes to the *Municipal Act*. Regulation O. Reg.530/22 recently designated the City of London as one of the municipalities to which those changes apply. As a result, the head of Council now has the authority to appoint the Chief Administrative Officer/City Manager:

**284.5** The powers of a municipality under section 229, with respect to the Chief Administrative Officer, are assigned to the head of Council.

Where s.229 provides:

**229** A municipality may appoint a Chief Administrative Officer who shall be responsible for,  
(a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and

(b) performing such other duties as are assigned by the municipality.

The appointment authority can be delegated by the Mayor to Council pursuant s.284.13 and O.Reg 530/22 :

**284.13 (1)** Subject to the prescribed limitations, if any, the head of Council may delegate their powers and duties under the following sections:

1. Section 284.5 (Chief Administrative Officer).

**O.Reg 530/22, s.6. (1):** The head of Council may not delegate their powers and duties under the sections referred to in paragraphs 1 and 4 of subsection 284.13 (1) of the Act except to Council.

## 2.0 Discussion and Considerations

### City Manager Recruitment Plan

The recruitment and selection committee will consist of members of Council and be supported by an external recruitment consultant and internal human resource professionals (Director, People Services or designate).

It is anticipated that a recruitment and selection process will take up to 4 months. To ensure a thorough and effective recruitment, Civic Administration has engaged an external firm with expertise and experience in the search and successful recruitment of leadership positions in public institutions and municipalities. They will assist in defining the scope of the position by reviewing the job description in preparation for receiving parameters from the Mayor and Council. They will also be developing a marketing and communication strategy to attract potential candidates in a national search.

#### The Recruitment and Selection Committee

The purpose of this committee will be to engage in the recruitment process, create a short list of candidates, participate in the review of applications, conduct interviews and ultimately make a recommendation of a preferred candidate to SPPC, Mayor and Council. The committee is proposed to consist of:

- 5 members of Council as determined by SPPC
- The City Clerk or designate (support the committee meeting process)
- The Consultant

<b>RECRUITMENT AND SELECTION PLAN</b>
---------------------------------------

The following key steps have been identified for consideration:

1. Engage an external search firm. (complete)
2. Review current job description and ensure it correctly reflects the duties and expectations for the position of City Manager. (complete)
3. Mayor confirms the recruitment plan, Mayor establishes the City Manager/Senior Leader Recruitment and Selection Committee (Recruitment and Selection Committee), and SPPC select members for the Committee.
4. Advertisement and active recruitment.
5. Recruitment & Selection Committee recommends to SPPC and Mayor preferred candidate(s).
6. Mayor meets with preferred candidate(s)—for the benefit of candidate(s)—and provides feedback to SPPC.
7. Council selects and endorses candidate.
8. Civic Administration formalizes the offer to the candidate.
9. Successful candidate confirmed by Mayoral decision and introduced in a closed meeting of Council followed by a public announcement to the community and employees.
10. Successful candidate assumes the role.

### 3.0 Financial Impact/Considerations

The estimated cost of a consultant fee to assist with the recruitment of this position is \$40,000 and will be covered through existing budgets. This cost will address a 6-phase methodology which includes execute recruitment planning, position profiling, sourcing, pre-screening, interviews, references, offers, and follow-up.

### 4.0 Key Issues and Considerations

To ensure this career opportunity reaches a broad and diverse audience, direct sourcing activity will include targeted national municipal websites and equity seeking group websites.

## Conclusion

The hiring of a City Manager is an important task that sets in place the leadership for an organization that will advance Municipal Councils' Vision and Mission and the delivery of over 100 services to Londoners. It is anticipated that the process and timing proposed will be conducive to ensuring that the attributes that the Mayor and Council is looking for in a new City Manager are found in the successful candidate.

<b>Prepared by:</b>	Michael Goldrup, Director, People Services
<b>Recommended by:</b>	John Paradis, Deputy City Manager, Enterprise Supports
<b>Concurred by:</b>	Michael Schulthess, City Clerk

## 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 and Middlesex Community Housing**

### Contact Information

Name: **Abba Ahmed Nuhu**

City: **Dorchester**

Province: **ON**

Postal Code: **N0L 1G2**

### Experience and Qualifications

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

**I was on the London CROSS CULTURAL ARTS COMMITEE responsible for organizing all the Multicultural festivals in London from early 1990s to 1997.**

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

**I have considerable experience in social housing (research, development, planning and management) gained from over 40 years experience in construction, Urban and Rural sustainable development projects, as a landlord and Property Manager. I work very well with others and love learning about new ways and ideas to improve services to the community we all have a stake in. My name Abba is a honorific meaning "Father". The little old ladies of my tribe/clan thought that I was a wise old man who came back! So by nurture and nature (I am really an old man now! lol), I have all my "wisdoms" to bring to bare! lol I was a very active member of Twin Pine Village Housing Coop. Serving on several Committees from Maintenance, Welcome and Social.**

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

**I shall support the work of the Commission through participation in meetings and carrying out tasks assigned to me by the Commission.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**I am 100% commitment to Diversity and inclusion in London, Ontario, Canada and the world.**

**I was a member of the Mayor's Cross Cultural Arts Committee for several years responsible for helping to organize and run all of the Multicultural activities on London. I helped set up and taught at African languages Heritage schools/classes in London. (1989-1998)**

**Helped in cultural orientation and resettlement of refugees and other new comers to Canada.**

**Having come to Canada from Africa myself, I have my own experience to share.**

**I am a father of three grown up daughters all teachers and seven adorable grandchildren. My family is a classic example of Diversity and Inclusion a kaleidoscopic picture of what make us Londoners and Canadian.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I have always been very interested in participation in anything that help improve the community I lived in. In particular that which directly affects me.  
I am now a tenant of LMCH and feel that I would be good addition on the LMHC board.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I have:**

- 1. BA Mass Communications - Bayero University Kano, Nigeria**
- 2 BA Education - Bayero University Kano, Nigeria**
- 3. Diploma Television Production - PYE/University of London, England, UK**
- 4.Property Manager - OREA**
- 5 Board Member of several committees and councils including the London Cross Cultural Arts Committee.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**Landlord of eight Units at 25, 27, 33 and 39 Sterling Street, London, On. from 1987 to 2018**  
**Property Manager of twelve Rental Units (including the above) at 888 Kettleridge St. London, On , 922 Guildwood Blvd, London, ON**  
**I am very familiar with the Ontario Residential Tenancies Act, 2006**  
**I have been a landlord and tenant for over 50 years.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**I have been involved with the planning, design, development and Construction of the first modern social housing of the Kano State Government , Nigeria. The Kundila Housing Estates (which became the temp Plate for several others) as a Consultant to the different government departments, ministries and agencies.**  
**Was also Deputy (to my father) Managing Director for both our family Consultancy and Construction Companies.**  
**Recently (the last 20 years) I owned and operated NUMED CANADA ITIS and been involved in the development of the Shea Nut and Butter Industry in seven West African countries where the Shea tress grow. These are UN Sustainable Development Projects. That in particular are selected because they promote women, gender equality, and pretty much all the 17 UNs SDG (Sustainable Development Goals)**  
**I help set up several Women Shea Nuts and Butter production and processing Cooperatives/Centers in Seven ECOWAS (West African Economic Community) Countries. I started SHEA BUTTER SOURCE a company that brings the Shea Nuts and Butter to Canada and the world.**  
**All these projects requires working closely with both private, public and NGOs on boards, associations and councils.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**I have several health ailments and disabilities as a result of (old age! lol)and therefore more aware of the needs of such as myself. Someone at the dusk of life!  
I know and understand the aches, pains and traumas of terminal illnesses and conditions and able to represent the rights and interests of people like myself.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **Posted at the LMHC office.**

Submitted on: **7/27/2023 12:16:37 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: **LMCH**

### Contact Information

Name: **Cathy Baker**

City: **London**

Province: **ON**

Postal Code: **N6J 1V3**

### Experience and Qualifications

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

**I haven't got any experience on a London Board of Commission, but as a tenant of London Housing, I feel that I have an understanding of the people that are needy and needing help. I live in London and I see what is happening in London and I want to work with the London Board or Commission to improve things in London. I have determination and a willingness to learn everything that I can to be a good person to appoint.**

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

**I hope to be able to learn to be a good member of the Board or Commission and represent the people to the best of my ability. I want to represent the elderly and handicapped people that have no real voice or representation. There are needs everywhere in London and Middlesex and I hope to help address these needs. I'd like to be able to give a voice to the tenants of London and Middlesex Housing, and provide tenant perspective to London and Middlesex Housing staff.**

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

**I will attend all meetings. I will bring new ideas, but I will keep an open mind to ideas from others on the Board.**

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

- 1. Previous experience volunteering at Tolpuddle Co-op, creating monthly newsletter and delivering it to all the tenants.**
- 2. I have a Bookkeeping Certificate from Lambton College.**
- 3. I took a business course at the University of Western Ontario.**
- 4. I was a volunteer at Federal, Provincial Elections.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I am interested because I want to provide a voice for my peers, and give the board the tenants perspective. My open mind and creativity are two things that I believe would positively impact the board.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**Bookkeeping from Lambton and Business course from University of Western Ontario.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**Plentiful volunteer work with diverse population.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**Contribution to Tolpuddle for multiple years on the newsletter committee.  
Ongoing volunteer at all elections.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**Due to the many hardships I have been having all my life, I feel that I have a good understanding of what tenants may go through and can contribute through that. I feel, as well, that the tenants and staff need a voice and I want to give them one.**

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 will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify: **Email from LMCH Board of Directors**

Submitted on: **5/25/2023 12:50:40 PM**

# 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 and Middlesex Community Housing**

## Contact Information

Name: **Chris Barlow**

City: **London**

Province: **ON**

Postal Code: **N6G 1E5**

## Experience and Qualifications

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

**I have no 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):

**I hope to learn from being a board member the inner workings of LMCH, and in turn be able to contribute any views I have pertaining to the board and its directives.**

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

**I will support the board to the best of my ability by attending any and all board meetings and providing my views when able.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**Being a member of the disabled community, the commitment of the City of London to such Diversity and Inclusion, means a great deal to me. My commitment to such diversity and Inclusion would be to start any directives with the inclusion of all persons of the community.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I am interested in joining the LMCH Board with the hopes of being able to affect changes in the ways that LMCH operates, as such, to help the members of the LMCH community.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I do not have any educational background, professional credentials, or any other training.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**I would say the only work related experience would be the time I served as Shop Steward at Canada Post.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**I have not been a member of any public or private sector boards.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**I do not feel that there is any other information that I could provide pertaining to this position.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **Email from LMCH**

Submitted on: **8/10/2023 10:21:01 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: **London and Middlesex Community Housing**

## Contact Information

Name: **ken Bast**

City: **London**

Province: **ON**

Postal Code: **N6J 1V3**

## Experience and Qualifications

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

**No experience**

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

**Try to bring concerns of tenants to the board of directors. Also to explain to tenants the issues the board of directories is working on and how they benefit the tenants. Building a two way discussion between tenants and the board is a lengthy process and requires someone who understands both sides.**

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

**It is all about communication. My past experience working in the engineering field dealing with upper management and workers has helped me understand how to listen and to try to find solution which are palatable to all concerned.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**It is still all about conversation and listening.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**Try to give the board a tenant perspective, I listen to people and I have had a lot of tenants come to with questions. I have helped a number of tenant fill out reports and explained how to fill out rent view forms and have explained to them how to go about getting the housing document from Service Canada**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**Please see resume**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**From 1995 to 2002 I help a company that no longer exist with landlord tenants issues. Did you know if you print out the landlord tenant act , the 5 regulation and other acts that are related prints out to 252 pages.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**none**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**none**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **e-mail received from LMHC and fliers posed at residence.**

Submitted on: **8/10/2023 11:28:59 PM**

## 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 and Middlesex Community Housing**

### Contact Information

Name: **Damian Buckley**

City: **London**

Province: **ON**

Postal Code: **N5Y2S4**

### Experience and Qualifications

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

**I have yet to experience the intricacies of this London Board or Commission position.**

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

**I'd like to learn all what it takes to be a responsible & courteous tenant board of directors. I'd like to contribute reasonable solutions that can bring Benefits to all parties involved. Learning about all the intricacies & details necessary to be a viable asset to the City of London, while incorporating those customs to better support/& OR serve the tenants & staff members of LMCH.**

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

**By being attentive to the issues & concerns of the city of London, tenants & other board of director members. Assisting with the inclusion of diversity from an understanding of experience with those in less fortunate circumstances, it's imperative to have a genuine interest in building safe/meaningful relationships with the community through the connection with LMCH board members.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**It means a lot because the city of London is becoming increasingly, more diverse with people from all walks of life migrating to London, Middlesex. I'm committed to working with the people from diverse backgrounds & communities by, "bridging the gap", so to speak. Addressing the challenges & limitations in gaining a sense of belonging by being active in the community, assist in the possibility of introducing outreach programs to those in need of further assistance to become a productive member of society. I have worked with community outreach organizations in the past, where I have developed meaningful relationships with the residents of a low income neighborhood. I have been involved with community fundraising for children's school supplies, assisted with improving an residents 'Cover Letter's & Resumes', even just being present & lending an "ear" to those whom just asked to have someone listen to the daily struggles of establishing themselves in society.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):



I have an interest in this position because community is important to me. I enjoy meeting & working with people from diverse backgrounds than mines. I am interested in learning what it takes to successfully develop positive, long-lasting results that benefits the tenants & board members of LMCH/City of London. I'd like to contribute possible & effective solutions to problems or issues that can be analyzed from every aspect before collaborating with others to agree upon better assisting our clients. How I can show support in the work being done is, being open to listening & keeping an open mind to all things involving this position.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have completed "self-taught" accounting principles, so I have attained some meaningful knowledge about the accounting profession. I recently completed the ACE Program at Fanshawe this past summer. I also, completed an online 'Entrepreneurship' course through Western University Ivey League. I've worked with Doorsteps Neighborhood Services as a youth which helped me to develop my experience in customer/client services. Learning about community development & how to successfully build with the residents & those working directly with the community by implementing the resources attained by finders of various projects & organizations.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I worked with Doorsteps Neighborhood Services, I have volunteered as an assistant for a weekly sports clinic that was held through the Salvation Army. I have worked with the youth in a community as a staff member at Falstaff Community Centre. I have had numerous experiences being involved in community engagement, whether personally or professionally. I just have a avid interest in helping others who may be in less fortunate circumstances than myself & my fellow members of the board of directors.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

As I mentioned in the previous questions asked, I have worked with multiple community related organizations & projects. My time at Falstaff was a summer position I successfully fulfilled. Doorstep's Neighborhood Services was nearly a two year position I had fulfilled as a youth. I recently have worked closely with Keep 6ix a youth project that revolves around harm reduction & employment. Attending protests with the board members of that initiative bringing awareness in the community about the services being provided by Keep 6ix. A period of 1 year was I regularly involved in attending weekly meetings /& OR sessions.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I believe I have been completely transparent at this point. Should there be any further relevant information I am able to provide, it may be discussed at the time of deciding whether I am fit to fill this role for the position in question.

Attach resume or other document here, if needed: **IMG\_6084.jpeg**

## Confirmations

I declare the following: I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Professional or community organization**

Submitted on: **8/10/2023 10:43:39 AM**



## Damian Buckley

### EXECUTIVE SUMMARY

Over 5 years of experience in fast-paced, customer service environments. Effectively communicate & work within an team setting. Ability to receive feedback & take action that drives revenue & increases customer loyalty. Adept at multitasking & handling workplace responsibilities with accuracy & efficiency.

### SKILLS & QUALIFICATIONS

- Excellent listening skills when performing administrative functions, such as; phone-calls & face-to-face interactions.
- Respond in a professional manner, whether in writing or orally with clients, customers, community partners, all levels of staff & general public
- Proficient in Microsoft Office, including; Word, Excel, PowerPoint & Outlook
- Capacity to execute tasks & meeting deadlines independently or as an team with minimal supervision
- Considerate in identifying, analyzing & resolving issues or concerns

#### Administration

- Assisted with organizing fundraising events to encourage community engagement & ensure public safety
- Responded to queries by way of phone & email regarding events, programs & appointments while maintaining an clean environment
- Scheduled appointments for residents to attend meetings with community outreach workers
- Processed payments via cash, debit & credit in an efficient & courteous manner, adding to customer retention
- Ability to learn & operate other data entry systems such as; Point of Sales System

### EMPLOYMENT HISTORY

**Concrete Restorer** | *Brooke Restoration* | *Etobicoke, ON* | Jul '21-Jan '22

**Road Traffic Control** | *Coreydale Co.* | *Brampton, ON* | Nov '16-Feb '17

**Maintenance** | *B.I.A.* | *Toronto, ON* | Mar '16-Oct '16

**Retail/Sales** | *Fairview Trading Company* | *Toronto, ON* | 2014-2016

### EDUCATION & TRAINING

**Entrepreneurship Credentials** | *Western University*, 2022

**Pre-Apprenticeship Program** | *Brooke Restoration*, 2022

**Health & Safety Awareness for Supervisors/Customer Service**

**Training Certification** | *Regent Park Community Health Centre*, 2016

**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 and Middlesex Community Housing**

**Contact Information**

Name: Debera DeWilde

Phone Number:

Address:

City: LONDON ONT.

Province: ON

Postal Code: N6A 1L4

E-mail Address (Confirmation e-mail of your application will be sent): \_\_\_\_\_

**Experience and Qualifications**

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

NO

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

My VOICE, FOR, I live  
At . 170 Kent. I'm A  
+enet, I've lived for  
going on Fourteen years.  
my VOICE MAY Help the  
board.

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

TRY to let Know  
what gose ON. IN  
Housing TRY to help!

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

TRY NOT MAKE OPINION  
of the personson. STAY  
FOCUS on the subject.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I live the subject, I'm intersted  
How it is run, And How I CAN  
help MAKE it better.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I HAVE ONLY GRADE 11,  
FR. TORONTO, High school,  
GRAD. IN, 1973,  
BROCKTON. High school

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I NEVER, WORKED ON A  
BOARD. I DID RAISE MY  
CHILDREN IN TORONTO HOUSING.  
I THINK HOUSING HELPS PEOPLE  
WHO NEED IT. AND APPRECIATE IT.  
HELP FR. PROVIDE, OR. CITY

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved. (max. 3000 characters):

nil

If necessary, please provide any additional relevant information that is not captured in your previous answers. (max. 3000 characters):

I'm A SENIOR, WEAR I  
live, I KNOW WHATS GOSE  
ON AT.  
All the good + the BAD.

Thankyou  
Debera DeWilde

Attach resume or other document, if needed:

## — Confirmations

I declare the following: \*

I am at least 18 years old.

I am not a City employee or Council member.

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board, I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.

I understand that my application and any attachments will be included on a public agenda that is published on the City website.

By submitting this application for consideration, you are declaring that the information in your application is true.

The City of London has a strong commitment to workplace diversity and inclusion, and this commitment extends to our Boards and Commissions appointments. An inclusive workplace creates a more supportive environment and ultimately helps us to provide better service to our diverse community.

The final approval of appointments is given by the Municipal Council. If you require any additional information about the Committee appointment process or if you have questions about any of the Boards and Commissions, please contact the City Clerk's Office at 519-661-2489 Ext. 4599.

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

City Website

Social media (e.g. Facebook, Twitter)

Contact from the City Clerk's Office

Professional or community organization

Conference or networking event

Word of mouth

Printed newspaper advertisement

Other

If you selected 'Other', please specify

The personal information on this form is collected under the authority of the Municipal Act, 2001 and will be used to assist the Municipal Council in selecting appointees for various City of London Boards, Commissions and Committees. Questions about this collection may be referred to the Manager, Records and Information Services, 300 Dufferin Avenue, London, ON; Tel: 519-661-2489 ext. 5590.

# 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 and Middlesex Community Housing**

## Contact Information

Name: **Denise Dowd**

City: **London**

Province: **ON**

Postal Code: **N6E1B3**

## Experience and Qualifications

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

**I have been a tenant for 18 years on November 27th. I've seen the housing property go from well maintained to trashed. Staff go from caring to just there for a pay cheque. I come with much knowledge and experience dealing with things. I will bring ideas and experience with me**

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

**I would enjoy the chance to help with anything I'm needed on as long as it's not physical.**

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

**I will or will NOT support the commission in the things they do and offer after careful consideration**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**It means no one gets left out because they're of a different race, creed, or religion. I believe EVERYONE should have a voice.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**See above answers**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I've been a tenant almost 20 years.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**I've lived here since November 27th 2005 I fought for the clinic, you let fail. I've supported the Chaplaincy over the years and My husband and I WERE resident sure contracts for 4 years**



Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**None**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **See above**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **I recieved an email to apply**

Submitted on: **8/10/2023 2:32:35 PM**

# 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 and Middlesex Community Housing**

## Contact Information

Name: **Bineta Gueye**

City: **London**

Province: **ON**

Postal Code: **N5V1A6**

## Experience and Qualifications

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

### **Hi, I have customer service experience**

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

### **Learning something new and getting experience**

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

### **Being a hard working**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

### **Doing my best and respecting everyone**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

### **I like to work with people, working hard and being on time**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

### **Education grade 12 and I have customer service training certificate**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

### **I have customer service and sales experience**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

### **Volunteer at family center**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**It was at Toronto family center**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **8/10/2023 10:23:53 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: **London and Middlesex Community Housing**

## Contact Information

Name: **Marjorie Harris**

City: **London**

Province: **ON**

Postal Code: **N6G 2C7**

## Experience and Qualifications

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

**I don't have any experience, but I am a quick learner.**

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

**I hope that I can help the tenants out. I live in housing so I see and hear a lot of problems. Since I live here and do hear of things I can bring that to the table to make it a healthier, and safer living community**

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

**I would do whatever I would need to do**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**This means everyone included! I went to school and got my personal support worker certification, so I can help in the communities. Help ppl live the best life they can, and help keep their dignity!  
For example a single mom struggling, I would find out how she was struggling and try to guide her in the direction to get the help! I would help her in whatever way I could, but encourage her to do it while I'm by her side.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I would love to be a part of London middle sec community housing yo help, I am a tenant at the moment and have struggled, I finally figured out what I wanted in life and went for it! It put me behind and went without for a year! Now that I have my certification I will work hard to get caught up! I want this to show everyone if you put your mind to it you can do anything.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I have my high school and my personal support certificate**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**I live in housing so I know what I can do to help make the change**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**I don't have any**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**None**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **Got an email**

Submitted on: **8/10/2023 2:27:35 PM**

## 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: **LMCH**

### Contact Information

Name: **Kim Kaufman**

City: **London**

Province: **ON**

Postal Code: **N6H 4P3**

### Experience and Qualifications

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

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

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

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

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters): **Kimberly Milton Kaufman**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **Kimberly Milton Kaufman**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Kimberly Milton Kaufman**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **Kimberly Milton Kaufman**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Kimberly Milton Kaufman**

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 will be included on a public agenda that is published on the City website.**

For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: **I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position.**

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

If you selected 'Other', please specify: **E-mail London Middlesex Community Housing**

Submitted on: **1/20/2023 8:51:56 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: **London and Middlesex Community Housing**

## Contact Information

Name: **Dr. George Lemac**

City: **London**

Province: **ON**

Postal Code: **N6A1L4**

## Experience and Qualifications

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

**The experience that I have with London Board was the fact that I applied to the position many times without success to find that the right candidate was already chosen. I was as Ms. Sandler told me a perpetual candidate. I will try more one time even if my feeling is that I am wasting my time.**

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

**bringing my high education and life experience to work as part of the Board contributing to and improving the life of residents in LMCH**

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

**attending the meetings of the Board, actively taking part in the decision process to support the people that I am representing from LMCH**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**I participated under United Nations, Organisation for Security and Cooperations in Europa, and CANADEM Canada in many missions for supporting human rights, especially women and children's rights in more than 15 countries all around the world. And that gives me a large perspective about commitment and diversity in the workplace.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I want to be part of solving many problems that face the community of LMCH, including the pest infestation that pledge LMCH for a long time.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I am a Ph.D. in the area of engineering and I have a Master's in the area of Mathematics from UWO, London. Also, I have military training from Bundeswehr Academy in Hamburg, Germany.**



**I speak fluently English, French, Spanish, Italian, Russian, Romanian, Moldavian, and German.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**served 4 years as an elected member of the Board of Education for French-speaking Education in SW Ontario, taking care of the needs of 11 000 students and 3000 supporting personnel.  
member of the Board of Owners at Libro Credit Union, a financial organization with 4 billion assets.  
present member of the Board of Directors at St. Paul Cathedral, London, ON.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**My past and current experience being a member of different boards of directors, attending meetings, and taking part in the decision process of the organization that I was part of give me a very deep perspective on how I can manage to be part of the Board of Directors this time.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **hoping that this time I will be successful in my application to bring my life experience to the Board of Directors at LHMC, thank you for reading my application.**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **8/3/2023 12:34:37 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: **London and Middlesex Community Housing**

## Contact Information

Name: **Gene Northup**

City: **Londin**

Province: **ON**

Postal Code: **N6J1V3**

## Experience and Qualifications

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

**None**

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

### Understanding needs

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

### Giving input on important matters

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

### Not making prejudgment on matters

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

### Feel I can contribute to matters of concern

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

### Can supply this after considerations are made

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

### Age

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

### London Memorial Boys and Girls Club

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **N/A**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **7/26/2023 9:41:06 PM**

## 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 and Middlesex Community Housing**

### Contact Information

Name: **Christopher Oldham**

City: **London**

Province: **ON**

Postal Code: **N6G2V3**

### Experience and Qualifications

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

**1984-1994 Market Crafts Covent Garden Market**  
**Throughout Elementary /High School I could be found working or volunteering my time in the Downtown Market**

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

**I will be contributing to cleaning up and making the living environment of public housing more safe while being proactive . Many have expressed feeling unsafe entering and exiting there home with harassment sitting in there front door --unsafe washing their clothes in the laundry rooms ,being able to walk a flight of stairs--move freely in common areas . Holding the mentally ill accountable by not providing a free pass when there is a criminal element present.**

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

**Provide a safe comfortable environment were people can live and a place they can call home free of fear/threats entering and exiting there units by clearing all common areas of unwanted criminal elements --being proactive and fixing things/problems as they present themselves in real time**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**Canada being a multicultural Country were were all walks of life and or backgrounds are equally welcome**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**Provide a safe comfortable environment were people can live and a place they can call home free of fear/threats entering and exiting there units by clearing all common areas of unwanted criminal elements --being proactive and fixing things/problems as they present themselves in real time**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**Over the years I have been involved in a good number of local agencies, boards /charity. The Men's Mission, Ark Aid, Goodwill Industries, Boy and Girls Club, Heart and Stroke Foundation among many others both paid and volunteer**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**Over the years I have been involved in a good number of local agencies, boards /charity. The Men's Mission, Ark Aid, Goodwill Industries, Boy and Girls Club, Heart and Stroke Foundation among many others both paid and volunteer**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**Over the years I have been involved in a good number of local agencies, boards /charity. The Men's Mission, Ark Aid, Goodwill Industries, Boy and Girls Club, Heart and Stroke Foundation among many others both paid and volunteer**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**Over the years I have been involved in a good number of local agencies, boards /charity. The Men's Mission, Ark Aid, Goodwill Industries, Boy and Girls Club, Heart and Stroke Foundation among many others both paid and volunteer**

Attach resume or other document here, if needed: **Oldham, Christopher, English Teacher,dgj.pdf**

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **8/11/2023 5:14:05 AM**

# CHRISTOPHER OLDHAM

---

## ENGLISH TEACHER

With Interpersonal and Motivation Skills

Experienced English tutor and successful Global TESOL College Graduate achieving **TESOL Certification**. Hardworking and self-motivated; eager to work with students of all levels – beginner to advanced.

## RELATED SKILLS AND EXPERIENCE

---

### Leadership Skills

- Provided guidance to students and colleagues relative to the professors' teaching assignments
- Remained current in the field of study and maintained awareness of emerging trends and practices related to teaching, learning in higher education and international education
- Participated in the work of curriculum and other consultative committees
- Led students through interactive games encouraging a fun and positive learning environment
- Managed and hired sales; maintained 10 – 15 staff to process rental applications
- Trained staff on contracts, interpersonal skills and minor maintenance / cleaning

### Communication and Teaching Skills

- Guided students as they created crossword puzzles
- Tutored one-on-one and in group settings
- Conversational English achieved through movies
- Student successfully employed with Law firm
- Developed students' knowledge of English using stories and articles
- Tutored ESL students ranging in age from 18 to 55
- Recognized students' success using flash cards as a teaching tool

### Problem Solving

- Received and resolved customers' complaints to achieve customer satisfaction

### Organizational Skills

- Oversaw all bookkeeping duties and bank deposits
- Monitored inventory and ordered products and supplies as necessary
- Responsibly opened / closed premises
- Ensured food quality by always inspecting products and disposing those expired
- Ensured clean and safe work environment following health and safety standards

CHRISTOPHER OLDHAM

Page 2

## **WORK HISTORY**

---

CO/Owner		1993-Present
	Chris & Ling Productions, London ON	
English Tutor		2003-Present
	University Of Western Ontario, London ON	
Clerk / General Labourer		2000-Present
	Today's Services, London, ON	
Manager/Bookkeeper		2000-2002
	Campus Coolers Inc., London ON	

## **VOLUNTEER EXPERIENCE**

---

Fund Raiser	Heart And Stroke Foundation, London, ON	2011-Present
English Tutor	Canadian Chinese Cultural Society, London ON	2005
Traffic Director	London Police Department, London ON	2003

## **EDUCATION AND TRAINING**

---

TESOL Certificate	Global TESOL College, Toronto ON	2008
First aid, CPR	Red Cross, London ON	2005
Business Administration	Westervelt College, London ON	1994
Basic Marketing Seminar	Fanshawe College, London ON	1993
O.S.S.D.	Banting Secondary School, London ON	1993

## 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 and Middlesex Community Housing**

### Contact Information

Name: **Kathleen Savoy**

City: **London**

Province: **ON**

Postal Code: **N5Y4K5**

### Experience and Qualifications

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

**I do not have any previous experience with the London Board or Commission.**

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

**I'm hoping to be able to find ways to make public housing a better place to live for everyone. I'd like to focus on creating green spaces in the backyards of the townhouses. There's enough space to grow flowers and vegetables in some of the backyards. I feel that doing projects like gardening might make people more willing to care for their properties. I'd also like to find some solutions for the illegal dumping that goes on in our dumpsters. There's lots of ways that people can come together to improve the neighbourhood if we have more of a stake in creating positive environments. Maybe we could set up a reward system like a community barbecue. I'm hoping to learn how funding works and how to raise funds.**

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

**I would attend all board meetings, read the minutes from previous meetings and attend the annual general meeting. I would vote on matters presented and educate myself of each topic. I would maintain an open mind and do a lot of listening.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**I have a DSW from Red River College so I am sensitive to accessibility issues. My child is on the LGBTQ2S+ spectrum so I am sensitive to these issues too. I have worked with people with disabilities by running a live in group home in a housing co-op. I believe that there is a great benefit to including people with disabilities in neighbourhoods and communities.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**I am interested in becoming a board member because I live in housing and I love my apartment. Living in public housing isn't without its challenges such as tolerating an attitude of apathy from some of the community members who don't seem to appreciate**



what a beautiful living circumstance they have. I'd like to confront that particular apathy by trying to come up with ways that can make the properties more valued by the residents. I have a friend who lives in public housing in British Columbia. He was required to pass a basic life skills course in order to qualify to live in his apartment. The course covers basic maintenance and care principles that the residents in London housing don't all seem to understand. Addressing these issues and making a life skills course mandatory would increase the value of housing and help maintain the environment for all.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**I graduated high school from an all girls boarding school with honours. I attended the University of Manitoba Fine Arts program for 1.5 years. I intend to return to University at Western when I'm 65 because tuition will be free. I completed the Development Services Worker Program at Red River Community College. I have acquired many training and workshop certificates during my work experience working as a DSW and working at Home Depot. I have WHIMS, CPI, First Aid and CPR, fire safety training and I learned how to administer naloxone.**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**I have worked with people with disabilities in community settings. I did home care as a PSW for the provincial government in Manitoba. I worked restoring antique lighting at two antique stores in Winnipeg. I worked at Home Depot for 10 years. I've owned two homes of my own where I did extensive renovations.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**I attended annual board meetings at my church in Winnipeg, Manitoba, St. James Anglican. I currently volunteer at Goodwill Industries at their thrift store. I participated in communal gardening in Winnipeg. I volunteered at The Winnipeg Folk Festival. I've done a lot of volunteer work at my church in Winnipeg including helping out at the food bank.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **See attached resume.**

Attach resume or other document here, if needed: **IMG\_2696.png**

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **7/23/2023 1:34:23 PM**

**Kathleen Anne Savoy**  
**London, ON**

---

## **CUSTOMER SERVICE**

### **SUMMARY OF QUALIFICATIONS**

---

- Over 10 years' experience working in customer service
- Excellent written and verbal skills
- Ability to work under pressure and meet deadlines and performance targets
- Effective in both team and independent settings
- Computer Skills: Basic Working knowledge, keyboarding, internet, email

### **PROFESSIONAL EXPERIENCE**

---

#### **Customer Service and Cashier Skills:**

- Able to understand the needs of internal and external customers
- Possess strong sales experience and performance
- Courteous and diplomatic in resolving customer complaints
- Skilled in operating a Point-of-Sale System, cash handling, and balancing floats
- Experienced supporting customers over the phone

#### **Organization Skills:**

- Experienced in handling high phone volumes, assisting clients and redirecting calls
- Skilled in filing, photocopying, faxing, emailing, and basic bookkeeping including maintaining accurate financial records
- Rewired and rebuilt antique lighting for resale

### **EMPLOYMENT HISTORY**

---

**Head Cashier/Co-Chair Health & Safety Committee, Home Depot, Winnipeg, MB** 10 years

**Electrical Specialist, The Old House Revival Company, Winnipeg, MB** 2 years

**Electrical Restorer, Side Door Antiques, Winnipeg, MB** 2 years

### **EDUCATION AND PROFESSIONAL DEVELOPMENT**

---

**CPR Heartsaver, St. Johns Ambulance, London, ON** 2019

**Emergency Naloxone Training, LAWC, London, ON** 2019

**Introduction to Computers, Red River College, Winnipeg, MB**

**Developmental Service Worker Certificate, Red River College, Winnipeg, MB**

**Grade 12 with Honours, Balmoral Hall School, Winnipeg, MB**

### **VOLUNTEER EXPERIENCE**

---

**Retail Volunteer** Mar 2023-Current

Goodwill Community Store & Donation Centre, London, ON

## 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 and Middlesex Community Housing**

### Contact Information

Name: **Ozeyr Subhani**

City: **London**

Province: **ON**

Postal Code: **N6B 1W9**

### Experience and Qualifications

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

**I would like to begin by stating that I am a new resident to the City of London & received Government Housing as of March 1st of this year. So, I do not have any experience on a London Board or London Commission...However I do have some past experience in the City of Mississauga where I sat on the Condo Board as Secretary for #33 Elm Drive from 2004 through 2006.**

**I also have much to offer in terms of business experience as I owned & operated a used car dealership & Leasing Company from 1998 to 2017 (Miami Master Car Inc. & Master Car Leasing Inc. respectively). As President & CEO of both corporations, Financial Business Management, Corporate Governance, & Labour Relations were Critical & Crucial in order to operate successful & fruitful Enterprises.**

**In addition, I held the position of Vice President of Operations for Subhani Inc. where I managed a private Student Housing Portfolio off residence at York University in the City of Toronto from 2007 to 2013.**

**Regarding Municipal Government Relations, (which is a passion of mine), I attended City Council Meetings every other Wednesday at Mississauga City Hall in 2005 during a period of my life when I was considering Public Service Candidacy in a potential role of City Councillor in Ward 10. During this time, I realized that being of utmost Service to my Ward & operating Full Time businesses would essentially be impossible. Therefore, I wasn't able to pursue my passion in Municipal Politics. I would like to mention that this pursuit was inspired by my admiration for The Late Mayor, Hazel McCallion who literally poured all her Sweat & Tears in Serving the Residents of Mississauga.**

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

**Essentially, I want be of Service to the City of London. Giving back to the Community that offered me Housing out of approximately a dozen Housing Applications that I submitted across the Province of Ontario.**

**At this point in the Application Process to whomever is reviewing, I guess, one would ask:**

**How did a Successful Business Entrepreneur end up on a Government Housing List? Well, from 2017 through 2021, I experienced Multiple Severe Health Issues where costs of treatment were astronomical & I was forced to shut down business operations. Lack of income combined with the inability to work resulted in Extreme Poverty. Born & raised in a middle class family, then achieving wealthy status through both hard work coupled with business acumen, led me to a point of desperation that I thought was never a possibility in my life. In January 2022, I was homeless & living in Shelters throughout the region of Peel until May 2022 when I was finally able to afford basic room & board. I felt that this was important to share...although I realize that I have swayed away from the topic at hand, "What do I hope to contribute or learn as part of the LMCH Board of Directors?"**

- Learn the role or roles of LMCH within the community, city council, & shareholders
- Address challenging concerns with respect to 580 Dundas Street & achieve some resolve
- See City plans on addressing homelessness, mental health, & rebuilding commerce in The Old East Village
- Learn the policies set in place by the LMCH with respect to Governance, Contribution, & Budgets
- Seek help / assistance from City Council & members of the Community to address the concerns of all residents within the neighbourhood
- Listen & address the concerns of local businesses
- look at ideas to raise Future Capital Investment in the community

**So, in a nutshell...How can I be of Service?**  
**And, How can my Life Experiences be of Value to the LMCH?**  
**I believe that the my commitment to strive, to learn, & contribute will be an asset to the LMCH Board of Directors.**

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

**Firstly, I will have to learn the policies that are in place between The Board, By-Law, & City Council. As a result of gaining knowledge & information through Workshops & Board Meetings, I will be able to provide feedback / input as to where we may be able to improve the quality of living for all LMCH residents as a whole.**

**I would also like to learn & assess policies that have already been implemented in other LMCH Residential Communities where changes & improvements have already been achieved. And identify what steps have been initiated to achieve these desired results, so we can apply these initiatives to other LMCH Residences that are lacking in specific areas with regards to living conditions.**

**For example, I will touch on a specific issue that is of utmost concern at 580 Dundas Street which is the location of the Large Garbage Bins positioned at the front main entrance of the building which is also the only way to enter the premises. Due to the over-represented homeless population in the neighbourhood, these desperate individuals are forever "Dumpster Diving" into the garbage bins in search for clothing and / or any basic essential necessities that most of us take for granted. I do feel for the homeless as I too experienced it, & therefore can be empathetic in this regard. However, many of these individuals suffer from mental health & addiction issues which compromises the safety of all residents entering the building at 580 Dundas. I have witnessed many violent outbursts resulting in police altercations & paramedics being summoned to the property. Unfortunately, so many homeless people congregate at the entrance by the garbage bins & harass the residents. Although, security arrives at 8pm, there is very little that 1 or 2 security guards can do about enforcing trespassers to leave the premises because there is just so many of them.**

**I have addressed this issue with our CRW who informed me that this issue has been brought to the attention of LMCH with the intention to relocate the garbage bins. I was also informed that this is not a simple issue to fix because there may be by-law infringements, conflict in city garbage collection agreements, & several other underlying factors that we are not aware of. I do realize that this sort of motion or request will probably require a vote at the City Council level & other governing bodies. Interestingly enough, our CRW showed me old photographs of the building from the 1980's & there weren't any garbage bins at the front entrance of the building...so they must have been in a different location.**

**Also, there is some partial construction scheduled to commence on August 23rd regarding the re-paving & widening of the roundabout for vehicles entering the building. I have been informed that there will be a 40 inch expansion to allow emergency vehicles to maneuver through the entrance way.**

**This would be the ideal time to relocate the garbage bins, as many of us agree.**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**From my understanding of Diversity & Inclusion (D & I):**

**"Capturing the Uniqueness of the Individual"**

**My commitment to the workplace environment with respect to D & I would value the interests of all genders, races, religions, any, & all parties. I believe that maintaining an open mind is key, & trying to put myself in the another person's shoes, looking at things from their perspective. We are all dynamic individuals that have many personal life**

experiences that are invaluable sources of input to the collective as long as I am able to set aside any pre-conceived notions that are subjective in nature. From my business experience of almost 20 years, I have learned that a successful operation requires employees or staff that have a broad spectrum of talents, skills, & knowledge. I found that this diverse environment achieved a collaborative success that I could not see from my perspective alone. It opened my mind to many ideas that were absolutely brilliant. By embracing & accepting the remarkable benefit in valuing differences & equity simultaneously actually homogenized my organization as a whole. In further demonstrating D & I as a "Collective", I would treat all individuals, their beliefs, & opinions with Respect & Dignity in a Supportive Workplace. Additionally, I would like to comment on the Subject of Homelessness as I feel it ties in with D & I. There are parties that support the programs implemented by the City of London & there are parties that are opposed. For example, the "Homeless Hub Plan" I read an article on July 27th in The Londoner newspaper where Sean Warren (Care Facilitator at London Inter-Community Health Centre & Co-Chair of the group) stated that "Cooperation is the Key". I am in absolute agreement with his statement and thought of this example as a Great Demonstration of Diversity & Inclusion.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I seen the posting on our bulletin board at my building & it peaked my interest. As a new resident in London, coming to a new city, & learning a whole new environment, I felt a need to get active again. I wasn't sure what I was going to do, but really felt that some aspect of Service Work in the Community would be rewarding in nature. Having a passion for Public Service that I wasn't able to pursue in the past due to underlying circumstances at that time, coupled with Corporate Business Experience, & Exposure to Municipal Politics, I was more inquisitive as to what this role would entail. So, I decided to attend the Zoom meeting on August 1st.

I found the presentation along with the Q & A to be very informative where I began to relate my Business background to the structure of the Board & its relationships with internal committees, city council, & by-law. I could see that there were a few common denominators amongst the two:

- Mission
- Vision
- Values

All of this was essential in operating all of my previous businesses. So, when I heard that the deadline to apply had been extended till August 11th...I exercised some due diligence.

Also, learning about the role & the structure of Board regarding budgets, shareholder interests, adherence to the Formal Board Agenda, & Governance while maintaining Safe Supportive Healthy Homes is definitely a challenge by any means. But, so are the challenges of residing at 580 Dundas. This is where I believe that I can contribute the most. Facing the daily challenges of living under these conditions where I may have to accept that this will probably be my home for the rest of my life...I do not want to sit idle. I would prefer to be in a position where my voice can be heard regarding the issues & concerns of everyday quality of living at this address.

And, it would be an honour to represent some positive changes & improvements for "Safe Supportive Healthy Homes" as a mission statement that I would like to incorporate in my Vision for the Values of LMCH.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have a Bachelor of Arts in Sociology from University of Toronto. Graduated in 1998.

Can't say that I have any specific training for this position, except for life experiences that I have already mentioned in any of the preceding fields of entry.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I can elaborate on is my time spent on the Condo Board at #33 Elm Drive in Mississauga. Our Board had to adhere to a strict Standard Operating Policy (SOP), maintaining a Prudent Reserve which had to be revised by our predecessors due to annual increases in

**Reserve Fund Requirements for potential catastrophic breakdowns that could occur to the structure of the building. This resulted in annual maintenance fee increases to the residents based on their occupied square footage. Based on accounting data provided to the Board, we found that there was a discrepancy between cost per square foot & the actual fees incurred by the residents.**

**After some investigating & examination, we found that the Condo Corporation had been billing the residents for the Commercial portion of the building as well as the businesses that occupied the premises along with the commercial portion of the underground parking. In correcting this double billing, there was a surplus added to the Prudent Reserve which resulted in a 4% decrease in Maintenance fees to our residents. It was the due diligence of our board that brought about significant savings in our time of service. I was very thorough as Secretary in reporting back to the board & prepared in advance for all Board meetings which I can bring as an asset to the LMCH.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**I have mentioned all my previous Board experience & Community involvement in many of the previous fields along with my roles & time periods that I served or was involved. Please review the preceding fields as I may have entered more information than was required during those portions of the Application process. I wanted to be as thorough from the very start.**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**Well, that sums it up for me.**

**I hope that I may be looked upon as a Viable Candidate in the eyes of the Deciding Committee in terms of advancing to The Interview Phase.**

**Thank you for the opportunity to apply & to feel a part of the London Middlesex Community!**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

**I declare the following: I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Other**

If you selected 'Other', please specify: **Posted on Bulletin Board at 580 Dundas Street where I reside**

Submitted on: **8/10/2023 4:52:12 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: **London and Middlesex Community Housing**

### Contact Information

Name: **Doug Worrall**

City: **London**

Province: **ON**

Postal Code: **N6A 1L4**

### Experience and Qualifications

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

#### No experience

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

**After learning "ZOOM" , Hope to add my sugestions, listen to others and the Angenda. Am a quick learner-and feel my help will be much appreciated. Can offer Wisdom, insights into a community of all different peoples. I treat all people the same, respect and love for my fellow Humans. Thanks Doug Worrall**

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

**By positive reenforcement, insights into the ongoing situatinal issues when living in a Community. Stay away from the gossip etc....**

The City of London has a commitment to Diversity and Inclusion where we foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all. What does it mean to you to have a commitment to diversity and inclusion? Give us an example of how you have and would demonstrate that commitment further in this role. (max. 3000 characters):

**Diversity is so important. Cannot ommit a single individual, group All people are skin and blood--Bones etc...**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

**"Mostly" helping others, as well KEEPING BUSY**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

**grade 12 Warren High California-- grad 1977  
I have trade papers as a Chef by trade.  
Proffesinal photographer  
Musician//Arts**

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

**Used to attend Hamiton City Council to understand best "whats going on" Rituals/Rules**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

**None**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

**N/A**

Attach resume or other document here, if needed:

Attach more files here, if needed:

## **Confirmations**

I declare the following: **I am at least 18 years old.; I am not a City employee or Council member.; For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following: I am currently a tenant of London Middlesex Community Housing; I understand that should I no longer be a LMCH tenant due to transfer of property or moving out, I will need to resign this position. ; 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): **Printed newspaper advertisement**

If you selected 'Other', please specify:

Submitted on: **7/26/2023 2:41:07 PM**





September 1, 2023

Chair and Members of the  
Strategic Priorities and Policy  
Committee, City Clerks Office  
300 Dufferin St. London, ON

RE: London & Middlesex Community Housing Tenant Director Board Appointment

Dear Chair and Members of the SPPC,

In accordance with the Municipal Council's direction, the London & Middlesex Community Housing (LMCH) Board of Directors undertook a process to assist with the recruitment and nomination process for the Tenant Director position for board appointment. A sub-committee of the Board of Directors was established to assist with this process, comprised of members of the board, members of LMCH administration, and community members.

A process was established by the sub-committee having consideration that the Board of Directors should reflect the diversity of the community that LMCH serves and having due regard for the Director qualifications as outlined in the Shareholder Agreement. On August 28, 2023, the sub-committee members unanimously approved the nomination of Kathleen Savoy to fill the role of Director (Tenant Member) on the LMCH Board of Directors.

The LMCH Board of Directors requests that the City of London thank all tenants who put their names forward for their interest in serving on the Board. We encourage all applicants to continue to participate in their communities and with LMCH.  
Thank you in advance for this consideration.

A handwritten signature in black ink, reading 'Hadleigh McAlister', is written above a horizontal line.

Councillor, Hadleigh McAlister  
Board of Directors  
London & Middlesex Community Housing

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Proposed London Hydro and Newco Affiliate

**Date:** September 19, 2023

## Recommendation

That, on the recommendation of the City Manager with the concurrence of the Deputy City Manager, Finance Supports and the Deputy City Manager, Legal Services:

- a) the report dated September 19, 2023, titled “Proposed London Hydro and Newco Affiliate” **BE RECEIVED**; and,
- b) no further steps be taken with respect to the incorporation of a retail affiliate for London Hydro Inc.

## Executive Summary

As directed by Council, staff undertook further discussions with LHI concerning the incorporation of an entity ("Newco") that would assume unregulated business lines developed by LHI.

LHI has recently advised that “Every (Ontario) utility has developed its own respective platform and is now ready to be compliant with the Green Button regulations” and that the proposed “Newco” is no longer required.

## Linkage to the Corporate Strategic Plan

Council’s 2023 to 2027 Strategic Plan for the City of London identifies “Well-Run City” as one of eight strategic areas of focus which supports the following:

“The City of London is trusted, open, and accountable in service of the community” which includes increasing transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services.

“Londoners experience good stewardship, exceptional and valued service” which supports the expected result of London’s finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, meeting on January 26, 2021  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76753>

Strategic Priorities and Policy Committee, meeting on October 20, 2020, agenda item 4.1 - London Hydro Proposed Corporate Restructuring  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=75626>

Strategic Priorities and Policy Committee, meeting on January 23, 2020, agenda item 4.1 — London Hydro Proposed Corporate Restructuring  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=70435>

Strategic Priorities and Policy Committee, meeting on August 26, 2019, agenda item 4.2 – Delegation – V. Sharma, CEO, London Hydro Inc. – London Hydro Corporate Restructuring <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=66558>

## **2.0 Discussion and Considerations**

### **2.1 Previous Municipal Council Direction**

In August 2019, London Hydro Inc. appeared before Strategic Priorities and Policy committee to present a proposed new LHI corporate structure. The purpose of the proposed restructuring was intended to facilitate the development of LHI's non-regulated business activity – namely, at that time, the “Green Button” initiative. The core mandate of LHI, is the supply and delivery of electricity to London consumers. These activities are regulated by the Ontario Energy Board. The OEB is charged with a responsibility to set “just and reasonable rates” for electricity. The OEB “rate setting process establishes base rates for each distribution utility through a comprehensive review of the utility’s costs as detailed in its rates application.” The “Green Button” initiative was an industry-led effort that responded to a 2012 White House call-to-action to provide utility customers with easy and secure access to their energy usage information in a consumer-friendly and computer-friendly format for electricity, natural gas, and water usage. The restructuring proposed by LHI at the time was to establish a retail affiliate to address the regulator requirement to distinguish a utility’s cost of providing the regulated service from other expenses. The expense associated with the development of Green Button products for use by other utilities must be transparent and must be excluded from the cost of providing electrical service to London consumers. This obligation would be aided by the operation of discrete corporate organizations.

In January 2020, Council directed staff to review and complete a detailed analysis of the proposed restructuring. That report was provided to Strategic Priorities and Policy committee in October 2020 and Council then directed staff to investigate the option of creating an unregulated company that would compare with the option proposed by LHI.

The report comparing the options was provided in January 2021 and at its meeting on February 2, 2021, the Council resolved that the following actions be taken with respect to the comparison of proposed London Hydro Inc. restructuring options:

- a) the report dated January 26, 2021 entitled "Comparison of Proposed London Hydro Restructuring Options", BE RECEIVED;
- b) the Civic Administration BE DIRECTED to report back to a future meeting of the Strategic Priorities and Policy Committee with the necessary by-laws and documentation to implement the proposed "Newco Option" with respect to London Hydro Inc. restructuring;
- c) the Civic Administration BE DIRECTED to advise the Board of London Hydro Inc. that the Municipal Council will not be proceeding with the proposed "Holdco Option"; and,
- d) the Board and staff of London Hydro Inc. and the Civic Administration of the City of London, BE THANKED for the work undertaken with respect to London Hydro Inc. restructuring.

Attached as Appendix “A” is the January 26, 2021 report entitled “Comparison of Proposed London Hydro Restructuring Options” for ease of reference and which outlined the differences between establishing a Municipally owned “Newco” versus a Retail Affiliate with the proposed restructuring of London Hydro.

### **2.2 Purpose of the Proposed “Newco”**

The Newco was to be an Ontario Business Corporation, owned by the City and created under the authority of section 142 of the Electricity Act: <https://www.ontario.ca/laws/statute/98e15#BK360>

For reasons discussed in the previous reports, Newco was to take ownership (at market value cost to the City) of LHI’s unregulated assets, including solar generation equipment and Green Button technology services to third parties, when requested to do so by LHI. There has been no request and LHI has recently advised that due to changed conditions, there will not be a request.

LHI can continue to own the solar assets and despite the absence of an Ontario market for its Green Button services, can consider offering those services in other jurisdictions through such means as LHI considers appropriate.

### **2.3 Actions Taken and Current Status**

Clause b) of the February 2, 2021 Council Resolution directs staff to report back with the documents needed to create a "Newco". Since that time, Civic Administration met on several occasions and exchanged correspondence with London Hydro representatives to discuss the requirements, timing, and next steps to proceed with the implementation of the proposed "Newco Option". At each meeting, it was reported by LHI that there was no immediate need for the affiliate due to extensions that LHI had received from the OEB. It has now been reported that the Newco will not be required.

## **3.0 Financial Impact/Considerations**

### **3.1 LHI Impact**

LHI proposed the incorporation of a retail affiliate to facilitate the continued development of its Green Button technology and the sale of Green Button services to a broad range of customers. Given LHI's recent advice concerning the lack of market opportunity, the absence of the proposed retail affiliate will have no impact.

### **3.2 London Hydro Dividend**

In accordance with Article 5.4(a) of the Shareholder Declaration (2016), the City receives an annual dividend in the amount of \$5.0 million, which is paid to the City on a quarterly basis. Article 5.4 is shown below:

5.4 Dividend Policy. The Board shall use its best efforts to declare and pay a regular dividend to the Shareholder. The payment of any dividend shall be subject to the following:

- (a) As a target, annual dividend payment are expected to comprise 40% of annual net earnings of the Corporation;
- (b) Where annual net earnings of the Corporation exceed normal net earnings, the Board shall consider declaring a special payment in an amount equal to such excess net earnings; and
- (c) No dividend is to be declared where to do so would, in the Board's reasonable opinion, impair the Corporation's ability to carry out necessary or appropriate improvements and maintenance of existing infrastructure.

Civic Administration met with the Chief Financial Officer; Vice-President of Finance of London Hydro to discuss the future forecasted annual net earnings and if there was any potential opportunity for the declaration of a special dividend. Based on the projection that net earnings will remain consistent and estimated future cash outlays required to support capital infrastructure needs, it is not anticipated that any additional earnings will be available in the next few years to support the consideration of a special dividend payment.

## **Conclusion**

London Hydro has now advised Civic Administration that there is no Green Button opportunity in Ontario. On this basis, staff recommend that no further action be taken with respect to the creation of a retail affiliate.

**Prepared by:** Barry Card, Deputy City Manager, Legal Services  
**Concurred by:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
**Recommended by:** Lynne Livingstone, City Manager

## APPENDIX A

### **Report to Strategic Priorities and Policy Committee**

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Comparison of Proposed London Hydro Restructuring Options

**Date:** January 26, 2021

### **Recommendation**

That, on the recommendation of the City Manager with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the Managing Director, Corporate Services and City Solicitor, the following actions be taken:

- a) the report dated January 26, 2021 titled "Comparison of Proposed London Hydro Restructuring Options" Be Received;
- b) Council consider the options for restructuring and if content to proceed, Civic Administration Be Directed to prepare a subsequent report with the content of the shareholder declaration, if required.

### **Executive Summary**

Staff have, as directed, undertaken a comparison of the "Newco" and "Holdco" restructuring options.

The Newco option anticipates the incorporation of a new business corporation. The unregulated business of London Hydro would be transferred to and conducted by the Newco. Council would be the shareholder of each entity.

The Holdco option anticipates the incorporation of two new business corporations, a "Holdco" and a retail affiliate "LUSI". Under the Holdco structure, the City would be the shareholder of the Holdco and the Holdco would be the shareholder of LHI and LUSI.

We conclude that both options are equally suited to the goal of separating the regulated and unregulated businesses carried on by London Hydro, when conditions warrant this separation. That point is reached, when and if, in the opinion of London Hydro, the developing retail technology business expands beyond a scale that can be justified as ancillary to the electrical distribution function of London Hydro.

The primary difference between the options is one of control. Under the Holdco structure, the Council will have no direct involvement with either of the regulated and unregulated entities. The Council will have direct involvement with the Holdco itself. Under the Newco option, the regulated and unregulated businesses currently carried on by LHI are split between LHI and the Newco. The City would continue to have direct involvement as the shareholder of each.

There is no expected difference between the options with respect to taxation and net revenue. There may be a difference in dividends and liability risk to the City, depending upon the contents of the shareholder declarations. For example, dividends are determined by the Board of an entity. If a subsidiary of the Holdco determines that it should reinvest earnings in its business and not pay a dividend to the Holdco, the City will be so informed. As to direct risk, the risk to a shareholder increases if management powers are withdrawn from the control of the Board of Directors by the shareholder. On the other hand, if no powers are withdrawn from the Board, there is no shareholder liability. That can be considered at the next step.

## Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service', which outlines the following:

- Expected Result: Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.
- Strategy: Continue to ensure the strength and sustainability of London's finances.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, meeting on October 20, 2020, agenda item 4.1 - London Hydro Proposed Corporate Restructuring  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=75626>

Strategic Priorities and Policy Committee, meeting on January 23, 2020, agenda item 4.1 — London Hydro Proposed Corporate Restructuring  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=70435>

Strategic Priorities and Policy Committee, meeting on August 26, 2019, agenda item 4.2 – Delegation – V. Sharma, CEO, London Hydro Inc. – London Hydro Corporate Restructuring  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=66558>

#### 1.2 Previous Municipal Council Actions

At its meeting of October 20, Municipal Council received a report that outlined, as recommended by KPMG in the January 23, 2020 Strategic Priorities and Policy Committee report, a detailed legal review and risk assessment of the draft Shareholder Declaration documents to ensure that key terms are aligned with City's objectives and interests, and do not create additional risk and exposure. Municipal Council requested further information with respect to options for the proposed London Hydro Restructuring and passed the following motion:

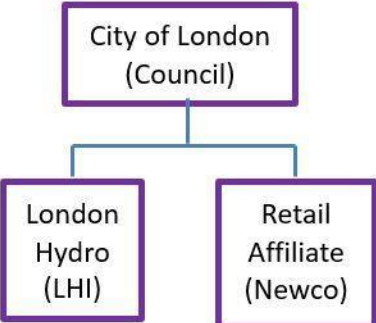
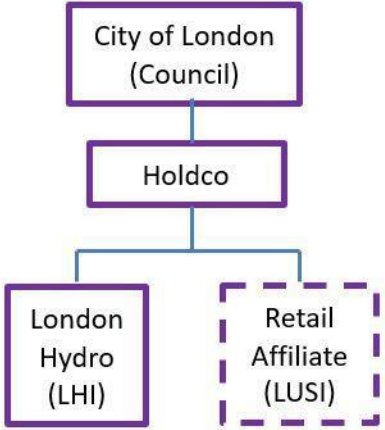
"That the following actions be taken with respect to proposed Corporate restructuring to London Hydro:

- a) the staff report dated October 20, 2020 with respect to the restructuring proposal by London Hydro Inc. (LHI) BE RECEIVED for information; and
- b) the Civic Administration BE DIRECTED to investigate the option of creating an unregulated company and bring forward a report that would compare this option with the options outlined in the above-noted report;"

In response to the direction above, Civic Administration and London Hydro have exchanged information with respect to the option of creating an unregulated retail affiliate entity. An evaluation framework was created to compare the option of a municipally owned LHI and retail subsidiary with the option proposed for the restructuring of London Hydro by the Board for a municipally owned Holdco Subsidiary with Holdco owned LHI and retail affiliate. Table 1 below depicts in graphical form the two options for an unregulated entity that will be compared later in the report.



**Table 1: Alternatives for Municipally-Owned Retail Subsidiary**

Option 1 Municipality Owned LHI and Retail Subsidiary	Option 2 Municipally Owned Holdco Subsidiary with Holdco-owned LHI and Retail Affiliates
 <pre> graph TD     Council[City of London (Council)] --&gt; LHI[London Hydro (LHI)]     Council --&gt; Newco[Retail Affiliate (Newco)]             </pre>	 <pre> graph TD     Council[City of London (Council)] --&gt; Holdco[Holdco]     Holdco --&gt; LHI[London Hydro (LHI)]     Holdco --&gt; LUSI[Retail Affiliate (LUSI)]             </pre>

## 2.0 Discussion and Considerations

### 2.1 Evaluation Framework for Comparison of Restructuring Options

The purpose of restructuring is to facilitate the continued development of the unregulated (“Green Button”) component of London Hydro’s business. The Green Button business has been developed (“incubated”) by London Hydro without restructuring. In its July 2018 submission to the OEB regarding rates, LHI said:

*“London Hydro would re-iterate, as we have in our application and response to the Board staff questions, that the business line we are promoting leverages existing open source technology emulated by London Hydro for our own customers and that our intent is only to expand the customer base to which capital and operational costs can be spread over therefore benefitting both London Hydro and external customers. **Section 71(4) provides us that ability without the complications of creating an affiliate. The genesis of Section 71(4) implementation was the result of Bill 112, Strengthening Consumer Protection and Electricity System Oversight Act, 2015. Obviously the government realized the limitations placed on electricity distributors in expanding its line of business outside of its franchise by requiring affiliates.** London Hydro would emphasize that the Green Button platform is an open source platform designed for the metered utility industry as a whole (i.e. natural gas, electricity and water and other) for the basic purpose of promoting energy conservation, consumer education, and increasing utility efficiency. London Hydro would suggest that this proposal is not intended to compete against private enterprise. In fact opening up the Green Button market should allow third parties to take advantage of the technology to create standard based applications for new market opportunities. (Emphasis added).*

There is no immediate need to restructure and as London Hydro notes, the creation of affiliates does cause “complications”. The comparison framework set out below is intended to facilitate the comparison exercise and identify the complications.

Civic Administration and London Hydro staff have developed a table for comparison of the two options for restructuring.

The two options for an unregulated entity comparison are as follows:

1. Municipally Owned Retail Subsidiary – “Newco”
2. Proposed Restructuring with a Holding Company – “Holdco”

The various items for consideration and contrast between the two options are shown in the table that follows:

<b>Item</b>	<b>Newco</b>	<b>Holdco</b>	<b>Comments</b>
OEB Regulatory Oversight	No oversight by the OEB.	No oversight by the OEB.	
Affiliate Relationships Code (ARC)	OEB Affiliate Relationships Code applies.	OEB Affiliate Relationships Code applies.	
Investment	Investment decisions made by Board of Newco guided by the shareholder declaration.	Investment decisions made by Board of Holdco guided by the shareholder declaration.	Under the Holdco structure, investment decisions affecting the subsidiaries, London Hydro and the new retail corporation, would be guided by the shareholder declaration for each, established by the Holdco as owner.
Liabilities	Liabilities can flow through to the owner (the City), when the shareholder declaration removes discretion concerning a matter from the Board of Directors.	Liabilities can flow through to the owner (the City), when the shareholder declaration removes discretion concerning a matter from the Board of Directors.	Under the Holdco structure, the City would not be the owner of the subsidiaries and would not be liable with respect to powers withdrawn by the shareholder declarations from the Boards of the subsidiaries.
Insurance	Insurance would be the responsibility of the Newco with the assistance of the City.	Insurance for all three entities would be arranged by the Holdco.	
Degree of Control by Council	Shareholder Declaration sets limits on Newco Board powers.	Shareholder Declaration sets limits on Holdco Board powers.	Under the Holdco structure, no direct Council control over shareholder declarations for the subsidiaries.
Appointment of Directors	Appointed by Council.	Appointed by Council.	Under the Holdco structure, no Council power to appoint Directors to Boards of the subsidiaries.
Business Focus	Council approved shareholder declaration for each of LHI and Newco.	Council approved Shareholder Declaration for Holdco: Holdco approved shareholder declaration for each of LHI and the new retail entity.	
Tax Implications	No material difference (to be confirmed*).	No material difference (to be confirmed).	*Expert tax advice will be required for Newco in particular as LHI did not examine this possibility.



Item	Newco	Holdco	Comments
Liability Risk to City	City assumes risk of decisions withdrawn from Boards of Newco and LHI.	Holdco assumes risk of decisions withdrawn from Boards of LHI and new retail entity.	
Dividend Considerations	Newco Board decision.	Holdco Board decision.	
Independence	Independent subsidiaries of the City.	Holdco affiliates can be less independent of each other, if desired.	
Impact on London Hydro	No impacts (status quo).	No immediate impacts expected as a result of the change of ownership.	
Confidentiality	More of a challenge with direct City ownership, due to transparency requirements of legislation.	Can conduct business as confidentially as the Board considers appropriate.	
LHI Management "Flexibility" to develop unregulated business	Constrained due to the potential for external scrutiny.	Such flexibility and discretion as the owner (Holdco) considers advisable.	
Timeline Implications	Newco can be incorporated immediately to own the generation assets and could be used in future as the retail subsidiary or as a holding company.	Much legwork has been done.	OEB approval required for any generation asset transfer from LHI. LHI can continue to develop its retail product in either case, on an interim basis. The establishment of a retail entity under the Holdco structure would require additional steps.

### 3.0 Key Issues and Considerations

#### 3.1 Comparison of Restructuring Options

Civic Administration and LHI staff discussed and reviewed the various items contrasted between the two options for creating an unregulated business entity as shown in the table above. Both parties reached the conclusion that there is no material difference between the options, from a functional perspective.

The solar generation assets and retail business can readily, with OEB approval, be transferred to a new unregulated business entity owned by the City or the Holdco.

It is also believed that from a taxation perspective there is also no material difference between the two options, however, this would need to be confirmed with expert tax advice for Newco in particular as LHI did not examine this possibility in its restructuring work.

The Holdco approach clearly diminishes the Council's involvement in both London Hydro and the proposed retail entity, LUSI. The question is whether or not this change can be justified by the intangible benefit of the potential "business focus" brought to the Boardroom of each corporation by Directors that are not members of the Council.

Differences between the two options for an unregulated business entity are mainly related to the subtle consequences of direct municipal ownership (i.e, priorities, confidentiality and "business distance").

London Hydro has prepared a summary of what it describes as the advantages of the Holdco approach which are not apparent from the comparison table. This summary is attached as Appendix "A" to this report and cites the following:

1. The Holdco option will achieve stronger synergies and strategic coordination,
2. The Holdco option has relatively lower downside risk, and
3. The Holdco option is the norm among municipal electrical utilities.

As to the first "difference", Affiliates are subject to Rules under the OEB "Affiliate Relationships Code". These rules require that:

*2.2.1 Where a utility provides a service, resource, product or use of asset to an affiliate or receives a service, resource, product or use of asset from an affiliate, it shall do so in accordance with a Services Agreement, the terms of which may be reviewed by the Board to ensure compliance with this Code. The Services Agreement shall include:*

*(a) the type, quantity and quality of service;*

*(b) pricing mechanisms;*

*(c) cost allocation mechanisms;*

*(d) confidentiality arrangements;*

*(e) the apportionment of risks (including risks related to under or over provision of service); and*

*(f) a dispute resolution process for any disagreement arising over the terms or implementation of the Services Agreement.*

A services agreement is required in either case and consequently, the looked for "Synergies" should be possible under both scenarios.

Is there a difference in the level of risk to the City as a result of the Newco structure? As mentioned previously, there is no inherent legal risk to the shareholders of a business corporation. Subsection: 92(1) of the Business Corporations Act provides that "The shareholders of a corporation are not, as shareholders, liable for any act, default, obligation or liability of the corporation". There are a few exceptions. The exception which could apply (to each of the proposed entities and presently applies to LHI) is subsection 108(5) of the Act, which pertains to restrictions imposed by a shareholder agreement or declaration.

Section 108(5) says that: "A shareholder who is a party to a unanimous shareholder agreement has all the rights, powers, duties and liabilities of a director of a corporation... to the extent that the agreement restricts the discretion or powers of the directors to manage or supervise the management of the business and affairs of the corporation and the directors are relieved of their duties and liabilities, including any liabilities under section 131, to the same extent". Consequently, while shareholders are not generally liable for the actions of the corporation they own, they are responsible for actions they have directed by means of a shareholder agreement or declaration.

Under the Newco structure, the City would be responsible for the consequences of restrictions on the discretion or powers of the directors of the Newco, if these restrictions in a particular case interfere with the ability of the directors to supervise the management of the business of the Newco. The same is true under the Holdco structure: the City is responsible for the consequences of restrictions on the discretion or powers of the directors of the Holdco, if these restrictions interfere with the ability of the directors to supervise the management of the business of the Holdco.

The difference in risk is that under the Holdco structure, any shareholder declaration respecting LHI and LUSI will be imposed by the shareholder of those entities, which is the Holdco. If the Holdco restricts the powers of the directors of LUSI, the Holdco is answerable, not the City. If the City restricts the powers of the directors of Newco, the City is answerable. Needless to say, if there is no restriction of powers, there is no difference to the risk.

While the Holdco structure is a common form of municipal ownership, the statistic does not reveal an operational advantage of any type. The Holdco approach does offer flexibility for joint ownership and mergers, but that is not being considered in this case. The purpose of the proposed “restructuring” is to separate the regulated and unregulated businesses. That can be achieved through either structure. Under either structure, LHI would continue to pursue opportunities to develop its retail business on an interim basis as it has proposed. A new corporation can be created and ready to receive the generation assets and retail business when conditions warrant.

There is no business advantage to transferring ownership of LHI to the Holdco at this time, as the Holdco has no real purpose until the retail business has grown and requires separation from LHI.

As a note, the electricity regulator, the Ontario Energy Board, encourages electricity distributors, such as LHI, to maintain transparency with respect to the rates charged for electricity, regardless of the corporate structure adopted. The OEB, in its “Handbook to Utility Rate Applications”, comments that:

*“There may be aspects of the corporate business plan that are not relevant to the OEB’s review of a rate application. The OEB will consider non-regulated activities and transactions with affiliates in the context of their effect on the regulated rates to customers to ensure there are no cross subsidies that negatively affect these regulated customers.*

*Depending on the corporate structure of the utility, this could include an assessment of:*

- The reasonableness of the costs allocated to non-regulated activities within the regulated utility*
- The costs to be charged to the regulated utility from an affiliate*
- The revenues forecast to be received from an affiliate for services provided by the regulated utility*
- Whether these activities affect the quality of services to be delivered to the customers of the regulated utility*
- Whether non-regulated activities will affect the financial viability of the regulated utility or introduce a significant enough risk that it affects debt financing costs”.*

The separation of the regulated and unregulated businesses can assist the review process by segregating the income and expenses of each. Either structure can achieve that advantage.

### 3.2 Options and Next Steps for Council

Municipal Council has the following options to consider:

1. Leave the London Hydro structure as it is indefinitely, in which case, LHI will continue to develop the retail business within the parameters permitted by the OEB,
2. Approve the creation of a new Ontario Business Corporation, owned by the City, for the purpose of assuming and conducting the unregulated retail businesses and receiving ownership and control of the solar generation assets of LHI at such time as LHI may recommend, or;
3. Approve the proposed restructuring model originally suggested by LHI, which is to transfer ownership of LHI to a new holding corporation, owned by the City, where the holding corporation would thereafter own and control both the regulated and unregulated activities currently performed by LHI.

Civic Administration would need to return with a further report based on the option selected by Municipal Council including a draft shareholder declaration if applicable (not required for option one).

Should Council wish to obtain more information about the business for the proposed unregulated entity this information would need to be received in camera given the trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality, which if disclosed could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of London Hydro Inc.

## Conclusion

Civic Administration and London Hydro staff have reached the conclusion that a Municipally Owned Retail Subsidiary (“Newco”) and the proposed LHI restructuring with a Holding Company (“Holdco”) are not materially different, provided that Newco takes the solar generation assets and qualifies as a Municipal Electricity Utility, regardless of the name it takes, who owns the shares, and whether Newco performs a holding function or the actual retail business. Differences between the two options for an unregulated retail affiliate entity are mainly related to the consequences of direct municipal ownership.

**Recommended by:** Lynne Livingstone, City Manager  
**Concurred by:** Barry Card, Managing Director, Corporate Services and City Solicitor  
**Concurred by:** Anna Lisa Barbon, Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer

c. V. Sharma, CEO London Hydro  
G. Valente, Chair London Hydro

## Appendix “A”

**To:** Barry Card, City Solicitor, City of London  
**From:** Vinay Sharma, CEO, London Hydro  
**Date:** January 11, 2021  
**Subject:** Evaluation Framework for Comparison of Two Options

---

This memo is a follow up to our recent meetings and exchange of emails regarding the comparison of the municipally-owned subsidiary “Newco” option and the London Hydro proposed “Holdco” option. Although there are many similarities between the two options as outlined in the Evaluation Framework, there are also some important differences between the two which are not so apparent in the framework, but which have implications for business challenges, performance and risks.

### **1. The Holdco option will achieve stronger synergies and strategic coordination**

While in theory an independent corporation such as Newco could undertake the marketing of London Hydro-developed technologies, separating it from oversight of a Holdco would hinder ongoing coordination with London Hydro and limit the achievement of synergies between the two entities. One reason why firms in the private sector establish holding company structures is to ensure that separate businesses operating at different stages of the value chain – such as technology development and marketing – are centrally coordinated in their strategic planning and operational activities so that they pursue a set of common goals. Holdco management and directors are responsible for integrating the strategies of the different businesses, continuously monitoring joint performance, and resolving any differences that may occur.

An independent Newco, which would be overseen by and report to the Corporation of the City of London, would not be able to replicate the same degree of ongoing coordination and strategic integration with London Hydro as would be achieved under the Holdco option. The appointment of some common directors to the board of Newco could provide a channel for coordination but, ultimately, as an independent corporation its management and board would have to pursue their own strategy and could potentially diverge from that of London Hydro.

### **2. The Holdco option has relatively lower downside risk**

Another difference between the two options is in the level of upfront investment costs and the approach to managing risk/reward as marketing and business development activities grow over time. The Holdco option pursues an incremental strategy in parallel with the growth of the Holdco’s market share, thus requiring minimum upfront investment. There are two incremental steps: in the first, new sales opportunities would be explored through the Holdco, which reduces the administrative cost of growing the business. Only if sales development is successful and achieves sufficient scale would the second step be taken – which would be to establish a new marketing subsidiary with its own employees.

Unlike the Holdco option (which is scalable and incremental), the Newco option would take on the risk of being fully independent right from its inception. This “step change” approach means that Newco would have to develop its own independent business strategy, marketing strategy as well as sales strategy from the onset, thus requiring a larger initial investment than that of the Holdco option.

### **3. The Holdco option is the norm among municipal hydros**

Our recommendation of the Holdco option is consistent with best practice in Ontario’s electricity sector for structuring unregulated subsidiaries. There are 65 LDCs in Ontario,

of which a large majority (59%) have created Holdco's for their subsidiaries. Examples include LDCs in mid-sized cities such as Burlington, Oakville and Ottawa. We do not know of any municipality that has created an independent, free-standing corporation – as envisaged in the Newco option – to develop LDC-related businesses. We believe that the consensus choice of Holdco structures among other municipalities reflects the superior business risk/reward balance achieved by the Holdco option relative to other options.

We appreciate the fact that the Holdco option would introduce a governance entity between London Hydro and Council. Nevertheless, Holdco is directly accountable to Council, who can exert its control and oversight over London Hydro through various mechanisms enshrined in the Shareholder Agreements. To this end, we have proposed statutory rights as well as additional approval rights of the shareholder in the previously submitted draft shareholder agreements. Equally apropos to those rights, it is suggested to provide tools to allow for the growth of the unregulated business i.e. seeking partners to expand marketing opportunities. If needed, additional statutory rights of the shareholder could be considered for inclusion in the Shareholder Agreements while keeping in balance a measure of flexibility to allow Holdco to grow the unregulated business opportunities. In other words, the above mechanisms would ensure there is no less degree of control for Council under the Holdco option than the Newco option. It is important to emphasize that municipal control need not be a variable under the two options.

The major difference between the two options is the relatively larger business, operational and financial risk associated with the Newco option. Having been very close to the development of key London Hydro technologies and services and with experience in marketing these services, I believe that the Newco would be a high-risk business model. In spite of this, if the City of London elects to follow the Newco approach, then London Hydro would assist. However, as an independent, unregulated corporation, the Newco would be legally responsible for formulating its own business, marketing and sales strategies.

#### **4. Summary**

London Hydro has developed a strong technology and innovation culture over the last 10 years which has led to the creation of a new utility technology platform and process automation services. Commercializing these resources and capabilities can benefit all the stakeholders of London Hydro. However, given the symbiotic relationship between technology development and marketing, structural separation of marketing in an independent Newco would introduce considerable hurdles to its success. Thus, from my perspective, there are only two practical options for achieving the goal of continued growth of London Hydro's unique technologies: (i) the Holdco option proposed previously, or (ii) the status quo. In the status quo option, London Hydro would continue to sell its technologies and services in a limited manner in accordance with the OEB sanctioned Bill 112 approval – London Hydro would periodically seek renewal of this approval.

# Governance Working Group

## Report

Special 5th Meeting of the Governance Working Group  
September 11, 2023

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D. Ferreira

ABSENT: S. Stevenson, S. Hillier

ALSO PRESENT: M. Schulthess, K. Huckabone, J. Raycroft

Remote Attendance: E. Bennett, A. Bush

The meeting is called to order at 9:05 AM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

None.

### 2. Consent Items

None.

### 3. Items for Discussion

#### 3.1 2023 Ward Boundary and Governance Review Process - Terms of Reference

Moved by: S. Franke

Seconded by: S. Lewis

That the following actions be taken with respect to the 2023 Ward Boundary Review Process:

a) the report dated September 11, 2023, entitled "2023 Ward Boundary Review Process – Terms of Reference", BE RECEIVED for information;

b) the Civic Administration BE DIRECTED to bring forward an amended Terms of Reference, attached as Appendix "A", with the inclusion of a target to strive for no greater than 15% population variance and consideration of ward naming conventions, for adoption at the October 17, 2023 Council meeting;

c) the Civic Administration BE DIRECTED to undertake a competitive procurement process to retain an independent third-party consultant to initiate Option 1 as the preferred option of Municipal Council and under the adopted Terms of Reference for the City of London; and

d) that matters regarding governance and compensation be referred back to a future Governance Working Group (GWG), as related to deferred items; Remuneration of Elected Officials and Appointed Citizen Members, Training and Onboarding Process for New Council, Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions (as it relates to Council), and it being noted that as previously directed by GWG Chair Lewis & Vice Chair Franke have been collecting data on workloads and council job description reflecting the workload (attached) for further deliberation and discussion.

**Motion Passed**

Moved by: C. Rahman  
Seconded by: A. Hopkins

That, Option 1 BE AMENDED to include consideration of the number of wards in the Terms of Reference.

**Motion Failed**

**4. Deferred Matters/Additional Business**

None.

**5. Adjournment**

Moved by: P. Cuddy  
Seconded by: A. Hopkins

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 10:35 AM.



# Terms of Reference for the City of London Ward Boundary Review

## Objective

The City of London will undertake a ward boundary review including broad engagement and consultation with members of the public, communities, key partners, to arrive at an effective and equitable system of representation across all wards, and present to Municipal Council options to be in place for the 2026 Municipal Election. Council composition will remain with fourteen (14) ward Councillors and Mayor elected at large.

The review shall consider the following:

- History of previous ward boundary changes in the City of London;
- Legal proceedings and outcomes of relevant Ontario Land Tribunal (OLT) hearings and Supreme Court case decisions;
- The City of London's projected growth and population shifts for at least three terms of Council, being 2022-2026, 2026-2030 and 2030-2034;
- Future growth with the intent that any ward boundary changes will be relevant for the next three elections;
- Post-secondary population and projections consisting of enrollment trends, geographic location trends for students, international student growth projection, and a review of comparator post-secondary institutions in Ontario; and
- Public participation and feedback.

## Consultant Responsibilities

- Develop a ward boundary review process, work plan, engagement and consultation strategy for the City of London that includes but is not limited to: online and in person information sessions, social media, surveys, and dedicated information for the City's Get Involved webpage;
- Undertake required electoral, public policy and other research (such as comparable cities) to inform the ward boundary review process;
- Implement a broad engagement and consultation strategy with London residents, communities, key partners and Members of Council to elicit input on London's current ward boundaries, input on ward boundary options, and consideration of ward naming conventions;
- Evaluate the strengths and weaknesses of the present ward system on the basis of the guiding principles identified in the Review of Ward Boundaries Council Policy;
- Undertake a ward boundary review for the City of London that will withstand legal scrutiny and possible appeals to the Ontario Land Tribunal (OLT);
- Prepare reports that will set out alternative ward boundaries to ensure effective and equitable electoral arrangements, based on the principles identified;
- Identify plausible ward boundary options that take into account the results of the consultation process;
- Present ward boundary options and a recommended option for Municipal Council's consideration in 2024.

## Project Deliverables

The consultant will be responsible to undertake a ward boundary review for the City of London within the following parameters:

- Applies the principle of "effective representation" as outlined by the Supreme Court of Canada and applied by the courts and the OLT in developing ward boundary options;
- Ward sizes need to be "balanced" to achieve effective representation and the ward boundary review will strive to achieve wards that are no greater than 15% population variance;

- Considers and reflects the principles of geography, community history, minority representation, communities of interest, physical and geographical boundaries when generating ward boundary options;
- Adheres to requirements set out in relevant OLT and court decisions about undertaking municipal ward boundary reviews;
- Builds on lessons learned through other ward boundary reviews and leading electoral and public policy research and advice;
- Builds from the experience gained through the City of London’s previous ward boundary changes and associated OLT (previously OMB) hearings;
- Engage the community with questions on the existing ward structure and guiding principles including at least two rounds of broad and comprehensive public consultation – the first to provide information to support informed engagement and solicit feedback on existing ward boundaries, and the second to provide information and solicit feedback on proposed options; and
- Works within any additional parameters established by Municipal Council and/or the City Clerk’s Office.

### Key Project Timelines and Deliverables

<b>Timeframe</b>	<b>Activities</b>
August 2023 – January 2024	<ul style="list-style-type: none"> <li>• Procurement issued to hire a consultant</li> <li>• Procurement evaluation and contract negotiation</li> <li>• Procurement Report to Council</li> </ul>
February – September 2024	<ul style="list-style-type: none"> <li>• Public Engagement Rounds 1&amp;2</li> <li>• Formal public consultation period, including: <ul style="list-style-type: none"> <li>• Open houses</li> <li>• Community engagement opportunities</li> <li>• Online engagement, involving social media and use of the City’s Get Involved webpage</li> </ul> </li> </ul>
October – November 2024	<ul style="list-style-type: none"> <li>• Final Report to Council with recommendations</li> <li>• Enacting by-law</li> </ul>
December 2024	45-day appeal period ends
January 2025	Notices of appeal to be forwarded to OLT by the City (if required)
July 2025 – November 2025	Expected OLT decision (if required)
December 31, 2025	Deadline to notify the Assessment Corporation (MPAC) and Chief Electoral Officer (Elections Ontario) of enacting by-law

**From:** [Lewis, Shawn](#)  
**To:** [Schulthess, Michael](#); [Westlake-Power, Barb](#); [Corman, Sarah](#)  
**Cc:** [Franke, Skylar](#)  
**Subject:** Circulate for GWG  
**Date:** Sunday, September 10, 2023 7:13:53 PM  
**Attachments:** [Councillor Job Description - London ON, 2023.docx](#)  
[Municipal Councillor Compensation - 2023.xlsx](#)  
[Council Added & External Workload .xlsx](#)  
**Importance:** High

---

Hello Clerks, can you please circulate the following to all of Council ASAP in regard to our special GWG.

Dear Colleagues,

As you are aware, at our last meeting our discussion on a Ward Boundary review also raised some questions about governance matters. We would also remind colleagues that there are a number of items on our GWG deferred matters list as we await some clarity on “strong mayor” powers and how those may impact some of our decisions moving forward including appointments of committee chairs, the Deputy Mayor and Budget Chair roles, as well as matters related to workload, job description, compensation and a “Council First Focus” (aka Full-Time).

We also believe it is relevant for colleagues to be aware Councillor Franke and Deputy Mayor Lewis, as directed by GWG, have collected a considerable amount of information for our consideration going forward. Attached you will find a draft job description, a table of municipal compensation in other Ontario municipalities, and a compilation of the average workload of our Boards & Commissions, as well as the workload for committee chairs, deputy mayor, and budget chair. We believe this information would be valuable both for your consideration as well as a good foundation for an expanded mandate for a local “Council Compensation Task Force”, rather than a more extensive scope for a paid consultant tied to the Ward Boundary Review. Therefore we are seeking your support for the following motion:

- a) the report dated September 11, 2023, entitled “2023 Ward Boundary Review Process – Terms of Reference”, **BE RECEIVED** for information.*
- b) the Civic Administration **BE DIRECTED** to bring forward Terms of Reference Appendix “A” for adoption at the October 17, 2023 Council meeting,*
- c) the Civic Administration **BE DIRECTED** to undertake a competitive procurement process to retain an independent third-party consultant to conduct to initiate option A as the preferred option of Municipal Council and under the adopted Terms of Reference for the City of London.*
- d) That matters regarding governance and compensation be referred back to a future GWG, as related to deferred items; Remuneration of Elected Officials and Appointed Citizen Members, Training and Onboarding Process for New Council, Selection Process Policy for Appointing Members to Committees, Civic Boards, and Commissions (as it relates to Council), and it being noted that as previously directed by GWG Chair Lewis & Vice Chair Franke have been collecting data on workloads and council job description reflecting the workload (attached) for further deliberation and discussion.*

Best regards,

Councillor Franke & Deputy Mayor Lewis

**Shawn Lewis**  
**Deputy Mayor, Ward 2 Councillor**  
**City of London**

e: [slewis@london.ca](mailto:slewis@london.ca)

p: 519-661-2489 ext: 4002

c: 226-219-7038

f: [facebook.com/ShawnLewis.lnnpoli/](https://www.facebook.com/ShawnLewis.lnnpoli/)

**\*\* My working hours may not be your working hours. Please do not feel obligated to reply outside of your normal work schedule \*\***

The City of London is situated on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron. We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home including those who live here today.

## **Summary of Duties**

As a councillor, you have three main roles to play in your municipality: a representative of the public, a policy-maker, and a good steward of city resources and finances.

These roles may often overlap. You will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your municipality that extend beyond your four-year term of office, and should be made in the context of your municipality's plans for the long-term health and welfare of your community.<sup>1</sup>

## **Work Performed**

### **Representation of ward interests, citizens, and city wide issues**

- Meet with ward residents, gain familiarity with local issues/concerns about existing and proposed City services directions and changes.
- Attend community association meetings and keep up-to-date with ward issues, needs and concerns.
- Communicate Council decisions concerning services/programs/issues to ward residents, either through attendance at meetings, preparation of newsletters or other communication vehicles.
- Provide assistance, direction and information to ward residents on access or use of City services and referrals to non-city community services as appropriate.
- Direct citizens to their appropriate MP, MPP, or school Trustee, for federal, provincial, or school related issues.
- Obtain the assistance of City staff in resolving and addressing unique or particular issues or concerns raised by ward residents.
- Respond to constituent emails and phone calls

### **Policy and City Program/services direction and approval**

- Chair/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of London citizens.
- Read & review meeting agendas, staff studies and proposals on a wide range of programs and issues ranging from infrastructure development/maintenance, social assistance, emergency and protective services (police, fire, ambulance), recreation and city planning and development.
- Assist in setting broad planning and service directions for the current and future needs of the City of London by reviewing and ultimately voting on the Strategic Plan and on the expenditure of funds for studies/assessments to evaluate the need for certain programs, projects and initiatives.
- Participate in setting City budget and determining service fees and tax levels as well as service/program levels to balance the provision of services to City of London citizens with the maintenance of acceptable fee/taxation levels to pay for programs/services.

---

<sup>1</sup> [Ontario Website](#)

- Develop positions and motions to influence the direction of policy/programs/services; determine level of support amongst citizens and colleagues, refine proposals and present and justify these at Committees of Council and Council meetings.

### **Representation on Committees of Council/Boards**

- Serve on Standing Committees of Council (Civic Works, Community & Protective Services, Corporate Services, and Planning and Environment, with an expectation that you are ready, willing and able to serve on each of these committees during your term.
- Serve on the Strategic Priorities and Policy Committee (all members of ) and attend both committee & Council meetings.
- Serve in Council representative positions on the City's external Agencies, Boards, and Commissions, (e.g. Library Board, Police Services Board, Health Unit, Housing, etc) and be available to assume a fair proportion of the workload with Council colleagues, noting these take place on a variety of times and days at a variety of locations and also require prep time with agendas and background reading in addition to the direct Council & Committee related agendas.
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs with regard to both citizen and financial impacts.
- Integrate local/ward concerns/issues with overall City-wide service/program needs and influence the direction of services to meet the needs of the majority of citizens.

### **Other Duties**

- Respond to and represent accurately issues before council with media.
- Adhere to Council's Code of Conduct.
- Have or develop an understanding of Council's Procedural By-laws, and Rules of Order for standing committees and council meetings
- Maintain confidentiality as directed by the City Solicitor or City Clerk on matters of a confidential nature before council.
- Participate in training where required with Agencies, Boards, and Commissions.
- In the event of an emergency (ie: floods, tornado, train derailment, etc), assist in communicating clear, consistent messaging from the Mayor & Emergency Operations Centre leads to support public safety.

### **Compensation:**

Current Rate of Pay: \$62,000 a year

Phone, laptop, and mileage expense compensation provided

### **Contract Details:**

Full-time position, between 35 to 60 hours a week

4 year term

Mix of remote and in-person working environments (primarily in-person)

An expectation to be available at times as much as 7 days a week at various times to represent the city at meetings and events both internal and external.

**Other Information**

Spending account of \$15,000 annually towards work related expenses etc.

Opportunity to attend provincial and national conferences

City	Tier	Population (2023)	# of Councillors	Avg Residents per War	Compensation	divided by
Brampton	Lower Tier	797,024.00	10	79,702.40	\$137,000.00	\$1.72
Burlington	Lower Tier	205,960.00	7	29,422.86	\$112,000.00	\$3.81
Guelph	Single	135,474.00	12	11,289.50	\$51,327.00	\$4.55
Waterloo	Lower Tier	113,520.00	7	16,217.14	\$46,462.00	\$2.86
Kitchener	Lower Tier	256,885.00	10	25,688.50	\$70,234.00	\$2.73
Mississauga	Lower Tier	797,070.00	11	72,460.91	\$92,831.00	\$1.28
London	Single	437,080.00	14	31,220.00	\$62,000.00	\$1.99
Kingston	Single	136,685.00	12	11,390.42	\$45,000.00	\$3.95
Oakville	Lower Tier	211,382.00	14	15,098.71	\$106,000.00	\$7.02
Cambridge	Lower Tier	134,495.00	8	16,811.88	\$45,287.00	\$2.69
Peterborough	Single	185,647.00	10	18,564.70	\$34,024.00	\$1.83
Barrie	Single	161,712.00	10	16,171.20	\$40,983.00	\$2.53
Belleville	Single	59,392.00	8	7,424.00	\$34,845.00	\$4.69
Brantford	Single	103,147.00	10	10,314.70	\$34,854.00	\$3.38
Chatham-Kent	Single	98,880.00	17	5,816.47	\$36,900.00	\$6.34
Sudbury	Single	165,958.00	12	13,829.83	\$53,067.00	\$3.84
Hamilton	Single	781,000.00	15	52,066.67	\$97,357.00	\$1.87
Ottawa	Single	989,657.00	24	41,235.71	\$111,111.00	\$2.69



<b>Standing Committee</b>	<b># MTG a year</b>	<b>Annual Average Hours Commitment</b>
CPSC	12	84
CPSC Chair	12	18
CSC	16	52
CSC Chair	16	16
PEC	17	114.75
PEC Chair	17	68
CWC	15	48.75
CWC Chair	15	30
<b>External</b>		
AMO Board	4	40
AMO Executive	18	90
FCM Board	10	200
<b>Other</b>		
Audit	4	18
Governance	6	42
Gov Chair	6	18
County Liaison	3	10.5
Deputy Mayor	72	396
Budget Chair	156	390
<b>ABC's</b>		
Dearness	4	14
Covent Garden Market	5	24
LMHC	12	82
Hydro	10	110
Police	12	140
Library	12	40
LTC	11	104
EMS		
Food Policy	10	35
MLHU	10	75
Museum London	12	60
RBC	10	95
Tourism	11	66
Fair Programming	8	40
Argyle BIA	10	42
Hamilton BIA	12	120
Hyde Park BIA	10	75
Downtown BIA	10	100
OEV BIA		
UTRCA	12	84
LTRCA	7	31
KCCA	10	35
Elgin Water Board	4	20
Lake Huron Water Board	4	20
Western Fair BOG		

# Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 7th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee  
September 14, 2023

Attendance R. O'Hagan (Chair), S. Atieh, K. Burke, P. Gill, R. Gill, D.  
Goodwin, L. Ochoa, J. Pineda, M. Stothers, N. Syed and K.  
Mason (Committee Clerk)

ALSO PRESENT: E. Skalski, J. Tansley

The meeting was called to order at 4:03 PM; it being noted R.  
O'Hagan, S. Atieh, K. Burke, P. Gill, R. Gill, D. Goodwin, L.  
Ochoa, J. Pineda, M. Stothers and N. Syed were in remote  
attendance.

## 1. Call to Order

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 2. Opening Ceremonies

### 2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgement of Indigenous Lands was  
read by P. Gill.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## 3. Scheduled Items

### 3.1 An In-Depth Look at Discrimination Experienced by Immigrants and Racialized Individuals in London and Middlesex, and Strategies for Combatting this Discrimination

That the attached presentation, with respect to the in-depth look at  
discrimination experience by immigrants and racialized individuals in  
London and Middlesex, and strategies for combatting this discrimination,  
BE FORWARDED to the Strategic Priorities and Policy Committee for their  
consideration;

it being noted that the above-noted presentation, from Dr. Esses, Director  
of the Network of Economic and Social Trends and H. Hussein, Project  
Manager of the London & Middlesex Local Immigration Partnership, was  
received.

## 4. Consent

### 4.1 6th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 6th Report of the Diversity, Inclusion and Anti-  
Oppression Community Advisory Committee, from its meeting held on  
August 10, 2023, was received.

**5. Sub-Committees and Working Groups**

5.1 Update on Sub-Committee for Potential Improvements to the Recruitment Process and Advisory Committee Appointments

That the update on the Potential Improvements to the Recruitment Process and Advisory Committee Appointments Sub-Committee, BE DEFERRED to the next Diversity, Inclusion and Anti-Oppression Community Advisory Committee meeting.

**6. Items for Discussion**

6.1 2023 DRRRIA Awards - Nominations

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) created an Awards and Recognition Sub-Committee to review the Diversity, Race Relations and Inclusivity Awards Nominations; it being noted that Nominations will be reviewed at the next DIACAC meeting.

**7. Confidential**

That the Diversity, Inclusion and Anti-Oppression Community Advisory Committee convene In Closed Session for the purpose of considering the following:

7.1 Personal Matter/Identifiable Individual

A personal matter pertaining to identifiable individuals, including municipal employees, with respect to the 2024 Mayor's New Year's Honour List.

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee convened In Closed Session from 5:39 PM to 5:49 PM.

**8. Adjournment**

The meeting adjourned at 5:50 PM.



LONDON & MIDDLESEX  
LOCAL IMMIGRATION  
PARTNERSHIP



Western  
SocialScience

Network for Economic  
and Social Trends (NEST)

# An In-Depth Look at the Discrimination Experienced by Immigrants and Racialized Individuals in London and Middlesex and Strategies for Combatting this Discrimination

Rama Eloulabi, Victoria Esses, and Huda Hussein

September 2023

Co-led by:



Funded by:



Immigration, Refugees  
and Citizenship Canada

Financé par :

Immigration, Réfugiés  
et Citoyenneté Canada

# Study Context

- The London & Middlesex Local Immigration Partnership (LMLIP) has been working on projects to address racism and discrimination for many years
- In 2021, the LMLIP and 7 other Local Immigration Partnerships across Southwestern Ontario surveyed members of their communities to examine experiences of discrimination in the region
- That study found that immigrants and racialized people often experience discrimination in workplace settings (i.e., when applying for a job or promotion and at their job) and in public settings (e.g., while using public transit, in parks, stores, restaurants), and that discrimination levels seem to be higher in these small and mid-sized communities than in large urban settings

# Study Purpose

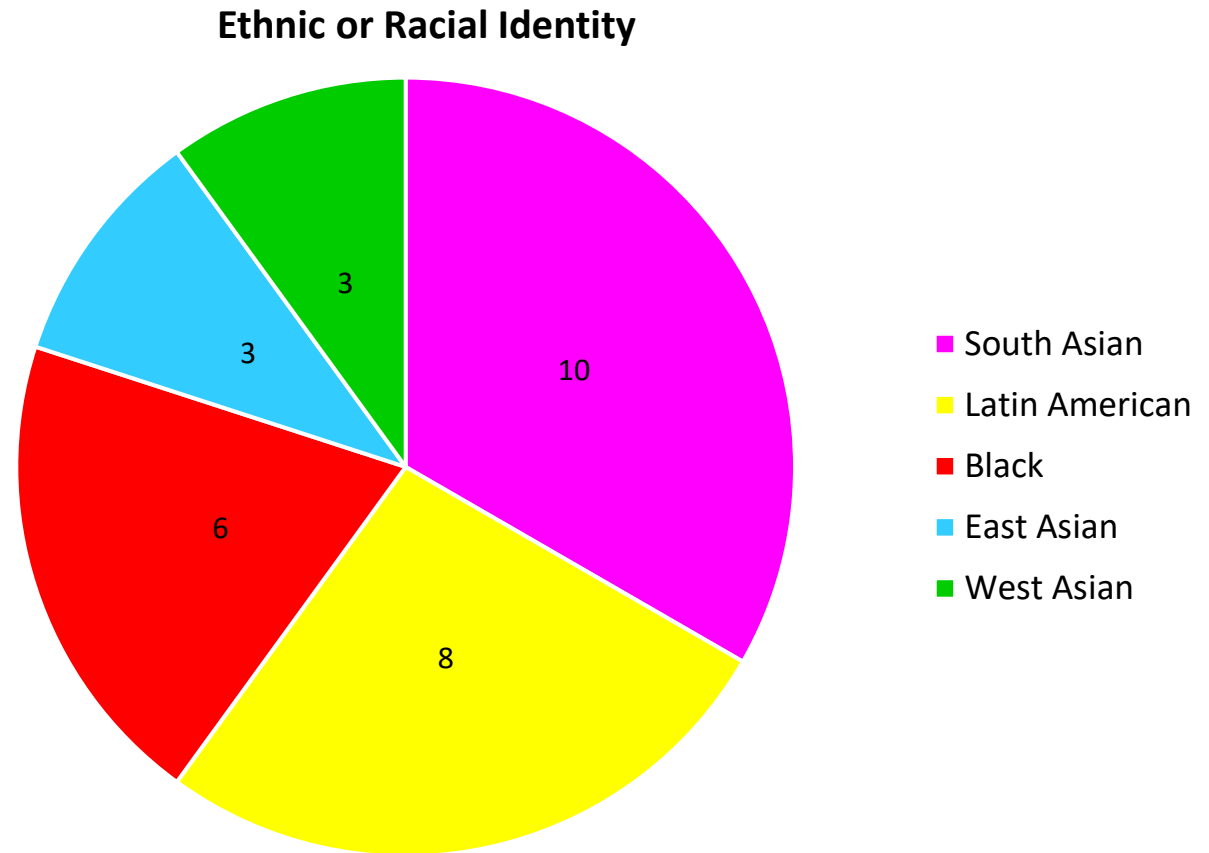
- To gain a more detailed understanding of the lived experiences of immigrants and racialized individuals in terms of the discrimination they are experiencing in these settings, the consequences, and possible strategies that would be effective for counteracting this discrimination
- To explore individuals' sense of belonging to the region and desire to stay in London-Middlesex
- To collect practical information that will allow the London & Middlesex Local Immigration Partnership and its partners to take concrete steps in combatting discrimination so that immigrants and racialized individuals thrive and choose to live and work in the region

# Study Details

- Qualitative study involving in-depth interviews over Zoom
- 30 immigrant and racialized adults who had experienced discrimination in the London-Middlesex region in the past 3 years
- The interviews covered the following topics:
  - Description of an incident of discrimination that the respondent had experienced, including the assumed reason for the discrimination, observers' reactions, and respondents' reactions
  - Sense of belonging to the region and whether the respondent plans to stay
  - Knowledge of strategies to respond to discrimination and supports available
  - Characteristics of a reporting tool that would be most likely to be used
  - Useful supports that could be put into place for people who experience discrimination

# Characteristics of Interviewees

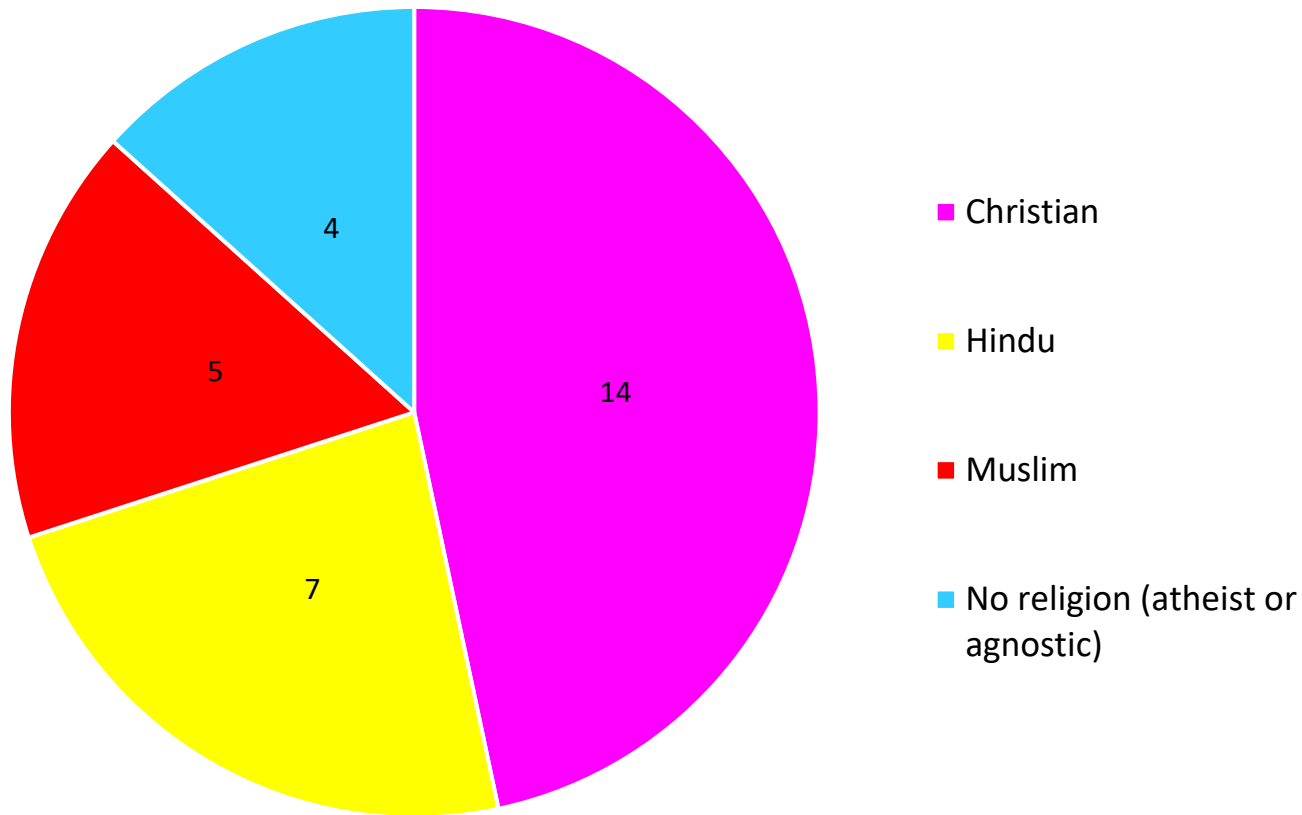
- 27 female, 1 male, 1 non-binary
- 18 – 61 years old
- All but one born outside of Canada: those born outside of Canada had lived here an average of 7 years
- Many had arrived on temporary visas, but more than half have since become permanent residents or citizens





# Characteristics of Interviewees

**Religious Identity**



- Well-educated: 17 university or professional degree, 13 college/vocational training or completed secondary school
- Mainly employed or students

# Discrimination in the Workplace

- Respondents reported having derogatory language directed at them, being treated differently than others, having their abilities questioned by patrons, and patrons not wanting to be served by them
- Respondents also reported being socially excluded, being stereotyped, being undermined, and in some instances being yelled at and physically attacked by co-workers and superiors

*“So I asked them, ‘what would you like?’ And they immediately turned to my co-worker, and they were like, ‘I don't want her to take my order. I want you to make it’ . . . I went to put in the orders in the system for him . . . he again told my co-worker, ‘no you put it and she might do it wrong.’ So then my co-worker was like, ‘no it’s fine. She’ll do it right.’ So when I did and I printed the bill he stood there for five minutes to check each and every one. He asked the price for each and every thing, and then he made sure that I put all the orders correctly.”*

*“So yeah I acknowledged him and he threw something at me. And then he did say he didn’t want help from someone who wasn’t from here.”*

# Bystanders and Personal Responses

- Many discrimination incidents were observed by the respondents' co-workers. Yet, most observers did not intervene, with respondents suggesting that this was because their co-workers did not necessarily perceive the incidents as problematic.
- A number of respondents did nothing in response to the discrimination at the time because they were afraid of making the situation worse

*“Because like I said it doesn’t click to everyone. Things like microaggressions, like I said it takes you . . . to know what’s happening to actually even acknowledge them. For me I don’t think that any of my colleagues . . . would recognize those. They’d . . . laugh it off”*

*“And I think also as people of colour . . . it almost comes back to us to not be very offended but if you feel offended, you have to communicate it in a very, I don't know, professional, if I may use that word, manner. Why? Why is the onus on me to correct you or tell you that that's not okay? But also these are older people, these are more senior people, and you think twice before you say something. And you let it go and you laugh it off like ‘oh that's so funny or whatever.’”*

# Personal Consequences

- As a result of the discrimination they experienced, respondents reported feeling negative emotions, feeling unsafe in London-Middlesex, having their career trajectory hindered or changed, burnout, and poor physical health

*“I was feeling awful. I was feeling uncomfortable especially because this happened . . . in front of someone else. I felt ashamed at that moment . . . ”*

*“The emotional aspect is real and disheartening. And also it just makes me not want to even work or live in a public place, like kind of pushed me to going into remote work rather than being face to face with people.”*

*“At the end of the year, I was diagnosed with burnout . . . you are not immune for the consequence about aggression like this.”*

# Reporting

- Some respondents reported their experiences of discrimination to a superior or a human resources department after the incident. For some, the reporting resulted in action, whereas for others, it did not.
- Those who did not report the experiences of discrimination indicated that they did not think it would have an impact and might even lead to negative consequences

*“So, it was just kind of brushed under the rug really quickly and I think they were just really afraid to talk about it. And it's a little weird because we have all of these trainings about DEI, and especially (since) these are our leaders so they should have a little bit more specialized training to be able to handle situations or have these conversations but I don't think they're there yet.”*

*“You get discouraged because the amount of work that is involved and the upheaval of, like, do you really just wanna piss off every manager and become the black sheep that later on you kinda screw yourself over when it comes to an opportunity of moving to a different department or applying for a job later. Do you wanna be known as the troublemaker is basically what I'm trying to say.”*

# Discrimination in Public Places

- The most common public places in which incidents were reported were public transit, retail stores, and in common areas of shared residences, as well as in healthcare settings, in parks, on the street, and at school
- Respondents had derogatory language directed at them and were treated rudely and as if they were not to be trusted

*“We were sitting on the side in the back row and they just started throwing out racial slurs and, out of nowhere, like we did not even talk to them . . . ‘You smell so bad, you’re smelling like curry’ . . . This went on for a very long time, for a good 15, 20 minutes or maybe even more than that. They started opening the windows and it was so cold that day.”*

*“We were just talking in Spanish and he turn to me and he say ‘you are in an English speaking country so you have to speak in English, b\*\*\*\*.’”*

*“I think I introduced myself and she’s like ‘where are you from’ and I was like ‘oh I’m a international student. I’m from Dubai, I come from the Middle East.’ And then she goes ‘oh yeah we take hygiene very seriously here.’”*

# Bystanders and Personal Responses

- Many respondents reported that the discrimination incidents were observed by others, but nobody intervened. Respondents thought people did not intervene because they did not want to get involved.
- Similarly, many respondents did nothing in response to the discrimination at the time because they did not know what to do

*“I don’t find that people try to help other people here. They don’t like to get involved.”*

*“I just kept quiet. I was more so in a state of shock so I didn't know what to do. A state of shock and confusion, so I didn't do anything. I didn't fight back. I didn't talk back . . . I can't even remember if I said sorry or not, I truly can't remember. I was more so flabbergasted and like, okay, this is happening. That was my immediate response.”*

# Personal Consequences

- As a result of the discrimination they experienced, respondents reported a wide range of negative emotions

*“And I am really upset about it and it's really hurting my heart. I remember I went home and I was crying.”*

*“But, you know, some situations makes you feel whatever you do you will never be treated like you are a native.”*

*“There’s just this sense of inferiority. And like we don't belong here and they're just better than us, or something like that. I know they might not feel it at all but we just think that they might also think that they're better than all of us . . .”*



# Reporting

- The majority of respondents did not report their experiences of discrimination in an official way after the incidents because they did not know how to report the discrimination, were unsure of the consequences and of what difference it would make, did not think the incidents were serious enough to report, and felt it was not worth the time and effort

*“One, I don't know where to report it. Two, I don't know if I report it how much scrutiny I will have to go through, or also I don't have the details of this person. And the third thing, and maybe that's the major reason behind why I did not report it because you know, we kind of see the discrimination coming right, when we decided to move. We knew that this will happen. And you know it's just something that you internalize right, and you feel that, you know, it's just a small little incident and it's fine. You know this will keep happening. How many times will go and report. And you know, is it even worth reporting? Is it even worth your time to go report and talk about it and live it again and again and again, or just, you know, kind of shrug it off and move on.”*

# Sense of Belonging and Retention

- Many respondents indicated that the discrimination they experience makes them feel less welcome and less like they belong in the London-Middlesex region, and want to leave

*“It made me realize that some people don’t necessarily see me as just having an equal right to be here.”*

*“People like that make you feel like you don’t belong, that you’re just a stranger, and that you’re not supposed to be there . . . You feel like they don’t want you here and like you are something that is bothering them, something that should be removed in a sense.”*

*“I feel like I’m just an outsider. I feel very sad because I leave everything to come here to make new friends and live a good life, but living in this situation, I just want to finish this work and leave this place as soon as possible.”*

*“I do think of moving away, because this happened to me and I don’t want it to happen again.”*

# Sense of Belonging and Retention

- Some respondents feel a sense of belonging to London-Middlesex, despite the discrimination

*“The experience here has not been always bad. People have been helpful, and sometimes people have gone out of their way to help us out . . . That helps me keep my belief that not everyone is, does, says a racist thing.”*

*“It took me a while to feel it I belonged in London . . . I think once I had a child, it really helped me to embed myself more into London, just taking her to playgroup, taking her to (the) library, making friends for her, (and) making friends for me. I think that those experiences definitely shaped me to feel like, ‘Wow, London is home, Canada is home. I belong here.’”*

*“I would say the fact that there are a lot of other races, nationalities, immigrants here, so I sort of feel like I’m not the only visible minority, and especially if I go to places and . . . I get to see a person of my race or colour or a fellow immigrant in a managerial position or executive position.”*

# Tool for Reporting Discrimination

- A large majority of respondents indicated that they would be likely to use an electronic reporting tool (e.g., website, app) if it were available
- However, use of a reporting tool would depend on key features:
  - Anonymous and confidential (option to provide contact information for follow-up)
  - Neutral, independent, culturally sensitive host – e.g., local community organization; most said **not** the police or government
  - Easy to use – clear instructions and short and straightforward questions
  - Available in multiple languages
  - Ability to upload videos and documents
  - Clearly state who has access to the information and what they will do with it
  - Linked with information about supports available for those who have experienced discrimination

# Supports for Those Who Experience Discrimination

- Respondents described the supports and resources that should be made available for those who experience discrimination:
  - Importance of being heard and taken seriously
  - Immigrants and racialized people should be consulted on initiatives to support them
  - Provide spaces and support groups for those who have experienced discrimination to talk with mental health professionals and to other immigrants and racialized people who have had similar experiences
  - Create spaces for immigrants and racialized people to come together in general
  - Address systemic issues and be proactive to create change
  - Educate and raise awareness among the broader community, including those who are discriminating and those who have power to make change – classes, workshops, events to encourage education and interaction
  - Educate immigrants and racialized people about their rights and what constitutes discrimination

# Supports for Those Who Experience Discrimination

*“I think we’re more of a reactive community instead of a proactive community. I think we do more ‘Oh, that bad event happened, we should do walks, we should do this, we should educate.’ Why can’t we do that beforehand?”*

*“Sometimes, we, as racial minorities, we sometimes don't understand that what just happened is not right. We also sometimes don't accept that ‘okay that was racism.’ So, you know, just to reach out to these people . . . for everyone to also be able to identify (discrimination) and then maybe look for support.”*

*“The onus should be on racist people and the people who do these things need to learn to stop this stupidity because the onus can’t be on me because people need to stop behaving badly. They need to figure out what their problem is, learn about their problem, resolve it, and leave me out of it.”*

# Recommendations for Businesses and Employers

- **Recommendation #1:** Have a clear, explicit policy on non-discrimination and zero tolerance of employee harassment, with specific steps to take if one experiences discrimination and clear consequences for those who violate the policy
- **Recommendation #2:** Implement a straightforward and confidential procedure for reporting experiences of discrimination that formally documents an investigation and the outcomes
- **Recommendation #3:** Provide employee training focused on countering stereotypes, encouraging perspective taking, and education about what constitutes discrimination, including microaggressions, as well as bystander intervention training

# Recommendations for London-Middlesex

- **Recommendation #1:** Develop a zero tolerance of discrimination community protocol for the region and clearly display notices of the community protocol in public places
- **Recommendation #2:** Provide education to the broader community about the benefits of immigration to the community, the discrimination that is being experienced in our community, and the damage caused by this discrimination
- **Recommendation #3:** Provide training for the public and for staff of public facilities focused on countering stereotypes, encouraging perspective taking, and education about what constitutes discrimination as well as bystander intervention training



# Recommendations for London-Middlesex

- **Recommendation #4:** Develop a discrimination reporting tool that is widely advertised and provides information on supports available for targets of discrimination
- **Recommendation #5:** Provide information to immigrants and racialized individuals about what constitutes discrimination (including microaggressions) and their rights, as well as specific steps to take if one experiences discrimination in the region
- **Recommendation #6:** Provide immigrants and racialized individuals with support groups and safe spaces to discuss their experiences with each other and seek professional help and resources

Full report is available on the LMLIP website:

<https://london.ca/immigration/community-support/london-middlesex-local-immigration-partnership/lmlip-publications>

“In-Depth Report on Cases of Discrimination in London-Middlesex and Strategies to Combat It”

# THANK YOU

## Contact Us

Victoria Esses: [vesses@uwo.ca](mailto:vesses@uwo.ca)

Rama Eloulabi: [reloulab@uwo.ca](mailto:reloulab@uwo.ca)

Huda Hussein: [hhussein@lmlip.ca](mailto:hhussein@lmlip.ca)