

Agenda Including Addeds

Strategic Priorities and Policy Committee

10th Meeting of the Strategic Priorities and Policy Committee

June 23, 2021, 4:00 PM

2021 Meeting - Virtual Meeting during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Meetings can be viewed via live-streaming on YouTube and the City website

Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, S. Hillier

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	<ul style="list-style-type: none"> • Gary Bezaire • Tammy Brooks (T) • Christopher J. Burton • Shellie Anne Chowns • Ali Coyle (T) • Sylvia Exley (T) • Angela Glasser • Diane Haggerty • Virginia Harrie (T) • Kim Kaufman (T) • Sorin Lemac (T) • Peter MacDonald (T) • Maria Manno (T) • Daniela Mircea (T) • Rob Ng • Gene Northup (T) • Christopher Oldham (T) 	

- Sarah Potter (T)
- Rachel (T)
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- Diana Senese
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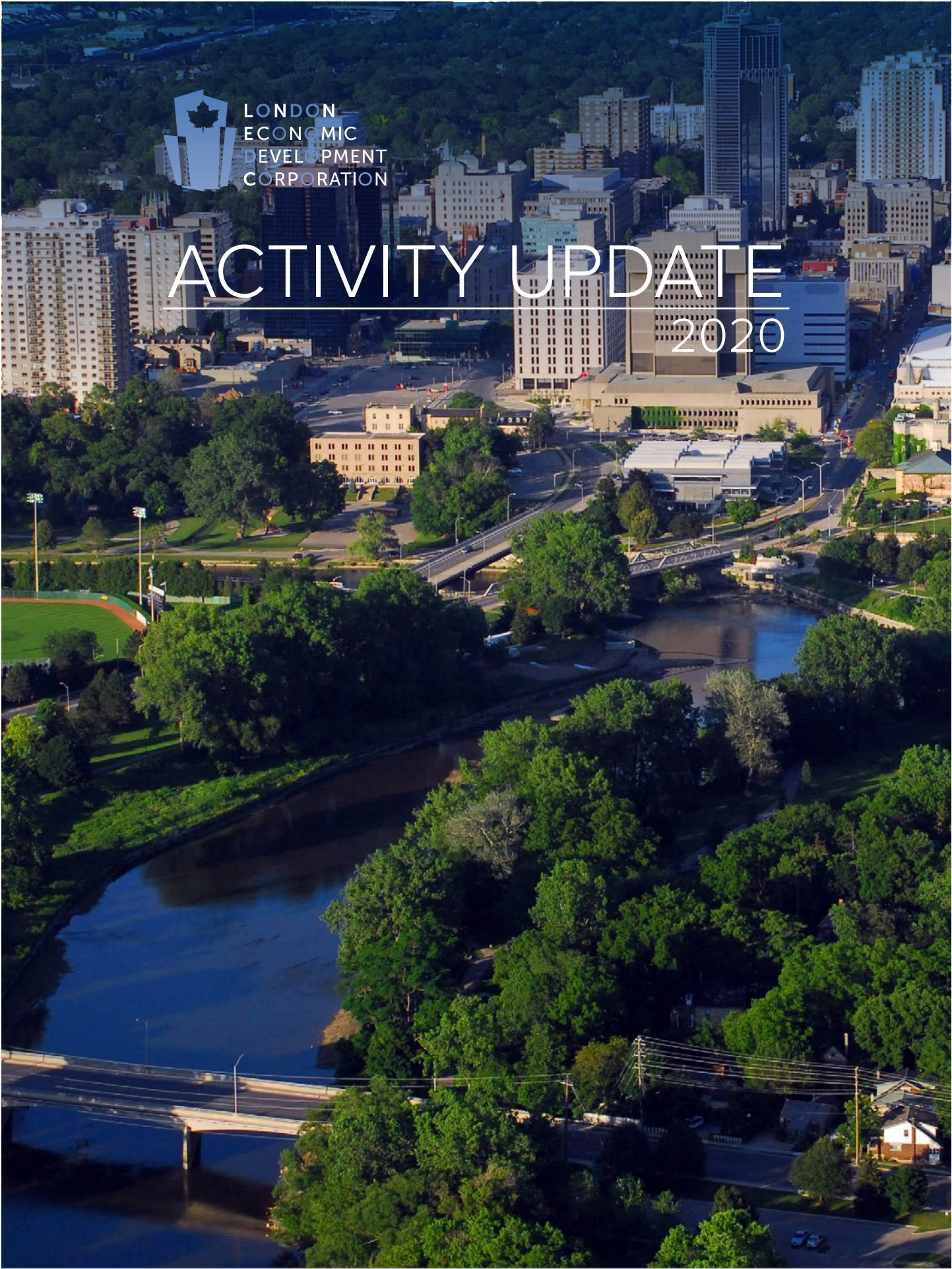
6. Adjournment



LONDON
ECONOMIC
DEVELOPMENT
CORPORATION

ACTIVITY UPDATE

2020



WHO IS THE LEDC?



Who We Are

As the lead economic development agency in London, Canada, the LEDC develops sustainable economic advantage through the growth of local business, attraction of new foreign investment and scale-up support. LEDC focuses on growing London's primary economic sectors – advanced manufacturing, food and beverage processing, digital creative, health, and professional services. Growth in these sectors creates additional jobs through supply chains, service, retail industries, and more.

The Team

The LEDC employs experienced professionals who provide information, advice, and assistance to growing London businesses and foreign investors.



Jack Adams
MANAGER,
BUSINESS DEVELOPMENT



Robert Collins
DIRECTOR,
WORKFORCE DEVELOPMENT



Ashley Conyngham
DIRECTOR, MARKETING
& COMMUNICATIONS



Bhavika Dalal
ACCOUNTING SPECIALIST



Kapil Lakhotia
PRESIDENT & CEO



Lia Ludaes
ADMINISTRATIVE SPECIALIST



Rachael Luby
SPECIALIST,
COMMUNICATIONS



Larry Mackinnon
DIRECTOR,
BUSINESS DEVELOPMENT



Brittany Maia
MANAGER,
BUSINESS DEVELOPMENT



John Pollock
CONSULTANT,
BUSINESS DEVELOPMENT



Kendra Tobin
COORDINATOR,
BUSINESS DEVELOPMENT



Sandra Zarate
BUSINESS SUPPORT
SPECIALIST



ACTIVITY UPDATE

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VISION | MISSION

Grow our economy through attraction of new investment, acceleration of local business, and building stronger workforce capacity.



EXPANSIONS AND
ATTRACTIONS

JOBS
ADDED

GRANTS AND
SUBSIDIES

FACILITATED
CREATION OF

2019
2020

\$ 55M

1,370

\$ 16M

\$ 79M

820

\$ 19M

SINCE INCEPTION IN 1998

22K
IN NEW JOBS

\$ 2.6B
IN NEW INVESTMENT

\$ 21+M
ANNUAL PROPERTY
TAX REVENUE



For over 23 years, since its inception in 1998, the London Economic Development Corporation (LEDC) has been successful in attracting new employers to London, as well as assisting hundreds of companies with local expansions.

The impact of Covid-19, ongoing changes in, global investment climate, demographics shift, gaps in the local labour market, and changing client needs have necessitated a fresh look at LEDC's programming and strategic plan.

LEDC's goal is to continue developing economic activities across targeted industry sectors, leading to job creation through attraction, retention, and workforce development.

The LEDC is governed by an independent board, comprised of accomplished business and community leaders.

Board of Directors

Aaron Atcheson

PARTNER
MILLER THOMSON LLP

Doris Bitz

PRESIDENT, RETAIL
DESSERT HOLDINGS

Stephen Bolton

PRESIDENT & CEO
LIBRO CREDIT UNION

Stephanie Ciccarelli

CHIEF BRAND OFFICER
VOICES.COM

James Crich

PRESIDENT
AUBURN DEVELOPMENTS INC.

Peter Devlin

PRESIDENT
FANSHAWE COLLEGE

Lisa Harrison

CHIEF OPERATING & PRIVACY
OFFICER
ALIMENTIV INC.

Ed Holder

MAYOR
CITY OF LONDON

Kapil Lakhotia

PRESIDENT AND CEO
LEDC

Andrew Lit

GENERAL MANAGER
BROSE CANADA

Lynne Livingstone (Advisor)

DEPUTY CITY MANAGER
CITY OF LONDON

Gerry Macartney

CEO & GENERAL MANAGER
LONDON CHAMBER OF
COMMERCE

Peter Rocca

CHIEF EXECUTIVE OFFICER
START.CA

Michael Schmalz

PRESIDENT
DIGITAL EXTREMES

Dr. Alan Shepard

PRESIDENT & VICE CHANCELLOR
WESTERN UNIVERSITY

Cathy Siskind-Kelly

CO-OWNER
BLACK FLY BEVERAGE COMPANY

Lynn Smurthwaite-Murphy

FORMER PRESIDENT & CEO
STARTTECH.COM

Three Big Bets

Goals and ambitions for the LEDC team can be boiled down to three big bets that we would aspire to achieve by the end of 2025.

1. Workforce

Employers are better engaged with newcomers, students, and other talent pools to improve our labour participation rates and graduate retention.

2. Professional Jobs

Increase the number of occupations employed in digital creative economy, technology sector, professional, scientific and technical services, finance and insurance, head office functions and public sector.

3. Brand

Contribute to building a stronger brand identity that talent and companies can subscribe to, attracts capital and acts as a magnet for cool cultural amenities.

Strategic Functions

LEDC has set the following broad strategic functions in order to achieve the above goals.

Grow

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

Invest

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

Talent

Assist employers in connecting with various talent pools and develop better capacity to recruit and retain workforce.

Engage

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

Key Organizational Objectives

Facilitate growth of a knowledge, technology, and innovation-based economy.

Develop bold, creative, and future-focused initiatives to target new investment opportunities and to help accelerate growth of local companies.

Champion positive and collaborative economic narrative within the city.

Collaborate with other organizations on a unified “London FIRST” approach, identify gaps in service offerings, and reduce overlap to better serve local companies.

Attract new business and foreign direct investment to London, and assist those companies with navigating government programs, regulatory approvals, and connecting with the local business environment.

Build robust workforce capacity, improve our labour force participation, and find innovative ways to connect employers to talent.

Collaborate with other agencies on core area recovery and revival efforts

Key Success Drivers

1 Clusters

OBJECTIVE

Design creative ways to grow our key clusters through diversification, industry events, research and development, infrastructure investments, skills training, and access to financing.



2 Infrastructure

OBJECTIVE

Work with various groups responsible for infrastructure development, such as the Industrial Land Development team and Planning Division at the City to support the development of market-ready infrastructure.



3 Workforce

OBJECTIVE

Facilitate effective labour matching for employers, through attraction of new talent, retention of skilled graduates, and engagement of experienced workforce.



4 Culture

OBJECTIVE

Collaborate with organizations such as Downtown London, Tourism London & RBC Place to animate downtown spaces, attract new cultural activities and contribute to the development of an exciting, energetic and engaging brand for London.



SECTORAL FOCUS

Advanced Manufacturing | Agri-Food and Beverage Processing | Digital Media and Tech | Health

LEDC acts as a catalyst for economic growth in the city and as such, works to grow the driving sectors. These are external economic sectors that help attract new investment, jobs and infrastructure to the city, which in turn create additional jobs through supply chain benefits, service industry and more. This multiplier effect creates significant wealth and prosperity for Londoners.





ADVANCED MANUFACTURING

With more than 34,300 employees and 500 companies, the advanced manufacturing sector in London represents approximately 11% of all employment in the region. Defense and composite material-based products are driving growth in this sector, as well as the automotive and transportation industries.

London's advanced manufacturing companies are focusing on high automation, robotics and technology to produce high-value products, as well as diversifying the sector through industries such as aerospace, sporting goods, and building products.

In 2020 LEDC assisted a number of companies to buy land and make London home. LEDC also assisted with dozens of manufacturing expansions. The annual Manufacturing Matters conference was able to bring the sector together virtually.

500+
COMPANIES
34,300+
EMPLOYED

Objective: Diversify London's industrial cluster by developing new manufacturing niches such as electric mobility, lightweighting and automation by leveraging existing manufacturing skills in the region as well as the training capacity at local education providers.

CLUSTER INCLUDES:





60+
COMPANIES

6,000+
EMPLOYED

AGRI-FOOD PROCESSING

Convenient access to raw materials and major markets has historically been one of the leading reasons for attracting agri-food companies.

London continues to enjoy a spectacular record of growth in our Agri-Food cluster, which now has more than 60 companies employing over 6,000 people, focused in baked goods, meat production, frozen desserts, spices honey, alcoholic beverages and more.

Objective: Continue building on our reputation as a premier provincial site for food processing investment and job creation opportunities as well as support incubation and scale up of smaller food processing business through collaborations with Western Fair's Grove, Small Business Centre and RH Accelerator.

There are tremendous supply chain benefits that arise from new food and beverage processing operations, including raw material processors, temperature controlled logistics, food grade packaging, and specialized automation equipment.

London has successfully landed new food companies such as Aspire Food Group and Maple Leaf Foods and supported several large expansions. There has been a lot of activity with local food entrepreneurs starting micro-breweries, health foods and fermented products. With the successful funding application of the Western Fair's Grove project, London now has a dedicated food and beverage incubation facility with equipment, resources, mentorship and programming.

DID YOU KNOW? London's agri-food and beverage processing sector is a subset of the advanced manufacturing sector, which has grown so much over the years it deserves its own spotlight.

CLUSTER INCLUDES:





DIGITAL MEDIA AND TECH

London is a key digital content, interactive technology and a large digital game development centre in Ontario. The city has more than 300 technology companies, employing over 9,000 people focused in interactive game development, automation and productivity software, cyber security, healthcare IT and overall software as a service. The RH Accelerator’s addition of private sector capital, programs and services to this sector and a number of high profile acquisitions and equity investments have raised London’s visibility on the tech map.

LEDC worked with a number of digital creative companies in 2020, to connect them to talent, capital, infrastructure, and training. In addition, LEDC collaborated on industry-focused events, such as, Deloitte’s Technology, Media and Telecommunications Predictions, and a Forest City Film Festival networking event to connect tech experts to filmmakers.

DID YOU KNOW? London is home to some of the fastest growing technology companies and top places to work in Canada.

300+
COMPANIES
EMPLOYED

Objective: Develop a strong pipeline of technology startups and scaling companies; take leadership in creating a niche cluster of film, television and digital media.

CLUSTER INCLUDES:

NORTHERN



**DIEBOLD
NIXDORF**

A// AUTOVERIFY

**RACE
ROSTER**

J.D. POWER | AUTODATA

tbk



**IOI
IO INDUSTRIES**

**PSD
RESEARCH
CONSULTING
SOFTWARE**



HEALTH

60+
COMPANIES
21,000+
EMPLOYED

London's Health Care sector employs more than 21,000 people, primarily at front line health care delivery organizations and research institutes. Areas of expertise include biomedical, biotechnology, medical devices, clinical trials, medical imaging, xenotransplantation, and advanced robotic surgery.

LEDC worked with research and commercialization partners to assist with new start-up and scale up activity and to refer businesses to London's various research and development capabilities.

The arrival of ANVO Pharma and several local expansions such as Alimientive and Diagnostics Biochem Canada have sparked a new interest and capacity in this sector.

Objective:

Improved commercialization of health technologies through stronger partnerships with Western University and Fanshawe College; better engagement with early-state companies with scaleable potential through our 100in5 program.

DID YOU KNOW? Medical firsts happen here in London.

1920 Dr. Frederick Banting puts to paper his 25-word hypothesis that leads to the discovery of insulin.

1987 WORLD FIRST Pacemaker cardioverter defibrillator (PCD) is implanted at **University Hospital**.

1997 WORLD FIRST Transplantation of the liver, bowel, stomach, and pancreas into a five-month old infant, the youngest recipient of a multi-organ transplant at **LHSC**.

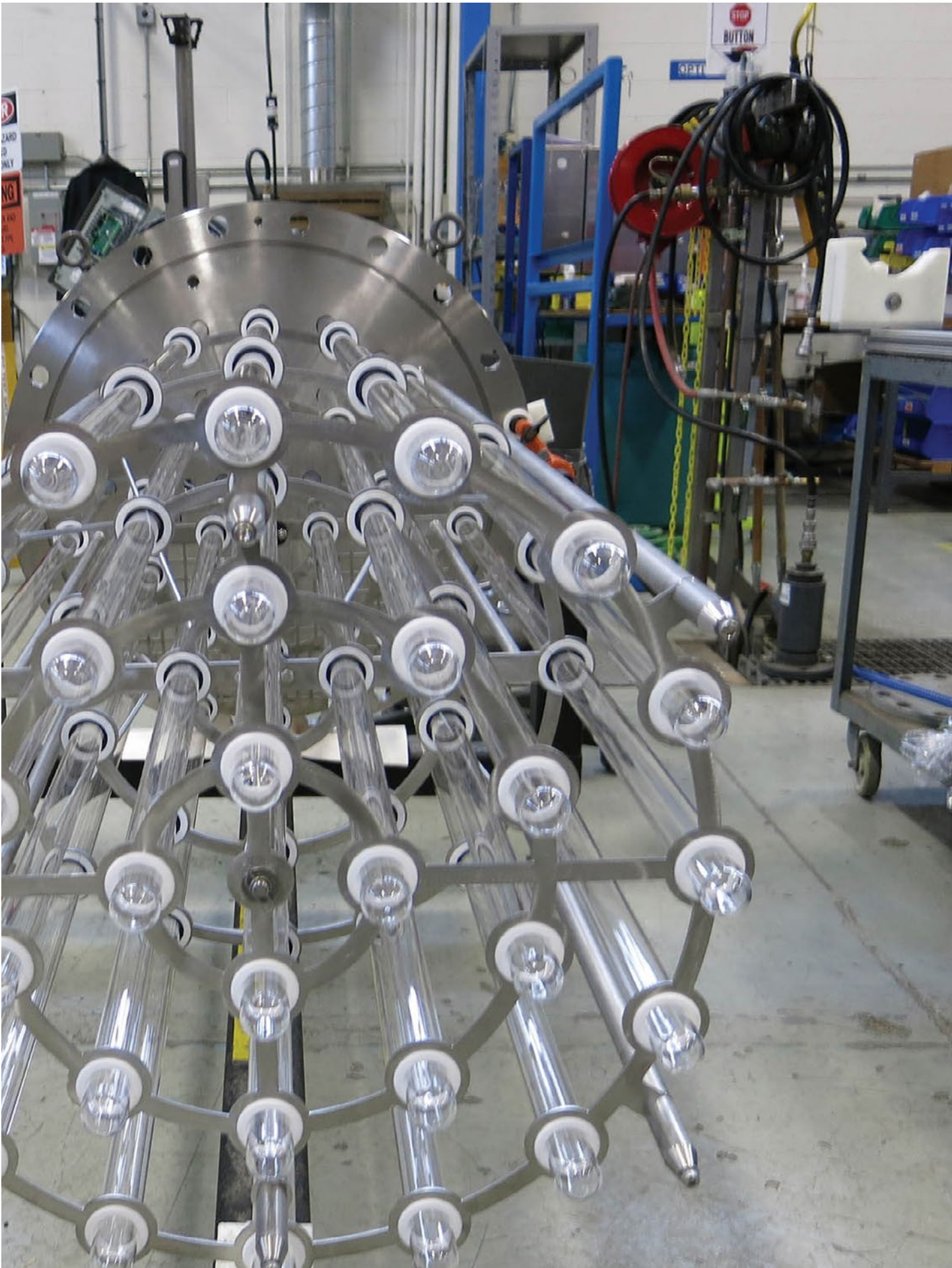
2012 WORLD FIRST Research led by **Western University's Dr. Kang** (supported by Sumagen Canada) results in the first and only preventative HIV vaccine based on genetically modified killed whole virus proceeding to human clinical trials.

2012 WORLD FIRST Research led by **Dr. Adrian Owen of Western University's Brain and Mind Institute** makes history by discovering a way to communicate with patients in a vegetative state through brain imaging.

2018 WORLD FIRST LHSC surgeons performed world-first robotic aortic valve replacement on patient using da Vinci robot.

CLUSTER INCLUDES:





STRATEGIC OBJECTIVES

Grow | Invest | Talent | Engage

The LEDC's activities are driven by four strategic objectives – to accelerate business growth, attract new investments, connect employers to talent, and engage with local, national, and international audiences about what's new and exciting in London.

From training workshops and programs to events, all of the LEDC's initiatives are driven by these objectives and are established for London's largest and fastest growing sectors.

As companies increasingly seek skilled talent to support their business growth, workforce development will remain a key priority for the LEDC over the coming years.



GROW

The LEDC offers existing London businesses a comprehensive suite of services designed to facilitate sustainable long-term growth.

Our staff assist local companies with supply chain development, market research, feasibility studies, building local partnerships, and other services that build sustainable clusters.

OBJECTIVE: Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.



Key focus of this portfolio includes:

Scale-up

Retention

Cohesion

	RETENTION FILES*	JOBS RETAINED	ACTIVE EXPANSION FILES	COMPANIES WORKED WITH	REFERRALS MADE
2019	3	90	57	509	2,946
2020	3	50	36	611	2,164

370 COVID-19 RELATED

*Includes companies that have requested LEDC support for employee and business retention.

REFERRALS WE OFTEN MAKE: Small Business Centre, City of London, Canadian Centre for Product Validation, Export Development Canada, TechAlliance & many more

COMPANIES WORKED WITH



STRATEGIC OBJECTIVES



Key focus of this portfolio includes:

Funnel

Support Hub

Infrastructure

INVEST

Initiatives in this portfolio focus on developing new investment and job creation opportunities in target markets best suited to match with London's key sectors. When appropriate, LEDC's attraction activities are coordinated with Federal and Provincial investment and trade representatives.

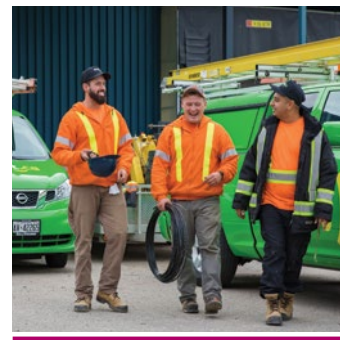
Objective: Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

	INVESTMENT MISSIONS	ATTRACTION FILES	FDI PROPOSALS	SITE SELECTION TOURS
2019	10	78	78	18
2020	2	134	55	3

COMPANIES WORKED WITH:



GREEN SOLUTIONS
PLASTIC LUMBER
(A DIVISION OF
TRI-COUNTY PLASTICS)



TALENT

LEDC has been recognized as being one of the first economic development agencies in Canada with a dedicated Workforce Development focus. The overall mandate of this portfolio is to work with the business development team and provide workforce development services to their clients, which help support expansions and growth. We connect employers to education institutions, employment support agencies, key contacts in the community, in-person Job Fairs, employer workshops on a variety of topics, and other information sessions were transitioned to virtual formats, Sessions for pre-arrival international Fanshawe students and newcomers were added

Objective: Assist employers in connecting with various talent pools and develop better capacity to recruit and develop London's workforce.

Key focus of this portfolio includes:

- Employers

- Newcomers

- Post-Secondary

	EXTERNAL JOB FAIRS	EMPLOYER & JOBSEEKER CONSULTATIONS	WORKFORCE PROJECTS	SEMINARS FOR SME'S
2019	15	1,890	22	10
2020	12	1,213	25	13

	AVERAGE NO. OF COMPANIES	AVERAGE NO. OF JOB TITLES
LONDON TECH JOBS 2020	60	237
LONDON MFG JOBS	28	124

London Tech Jobs and London Manufacturing Jobs are free portals to help employers promote their open digital creative, technology and manufacturing jobs.

TALENT INITIATIVES

Facilitated two London & Area Works Job Fairs which also includes a 13 part series on CTV London.

Worked with Kings to a signature program called the Kings Promise. This initiative guarantees students meaningful employment within their first six months post-graduation.

LEDC is the referral partner for area companies to access the federal Global Talent Stream helping growing companies obtain [Dedicated Service Channel](#) support from Immigration, Refugees and Citizenship Canada and referral support for [Category A Talent](#) -to access unique and specialised foreign nationals

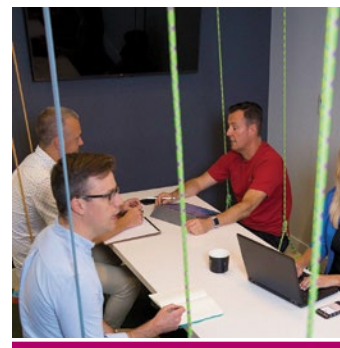


ENGAGE

The engage portfolio champions positive economic dialogue within the city, raises visibility for job creation opportunities, and supports all internal and external activities across our target sectors and strategic focus areas of business.

LEDC's engage team provides marketing and communications support to LEDC clients, and collaborates with community organizations to develop, deliver, and support events for London's key sectors.

Objective: Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.



Key focus of this portfolio includes:

- Brand

- Inform

- Collaborate

	INBOUND INQUIRIES	PAGEVIEWS TO LEDC.COM
2019	101	193K
2020	128	231K

	MEDIA HITS	SOCIAL ENGAGEMENTS
2019	250	69.4K
2020	117	54.8K

COMMUNITY COLLABORATIONS

15
DOWNTOWN LONDON



	NEWSLETTER NEW SUBSCRIBERS	ENGAGEMENTS
2020	273	3430
	39	25.3K
	CAMPAIGNS	OPENS

	# OF SOCIAL MEDIA FOLLOWERS GAINED	COMMUNITY NEWS & EVENTS PROMOTED
2020	+2,116	1272
		643
		EVENTS

COLLABORATIONS & PARTNERSHIPS



Working together to provide support including, Industrial Lands promotion and strategy, the choose London Newcomers strategy, Jobs now network to connect employers to talent and the Skills Advance Ontario pilot project.



Partnering to advance London's niche aerospace cluster through joint land development, pitches to airlines, and aviation businesses.



Supporting many Chamber events and initiatives, including the Trade Accelerator Program and participating in the Global Business Opportunities Committee (GBOC).



Partnering on the London & Area Works initiative and a Made Right Here video series, which puts a spotlight on unique products manufactured in the London region.



Along with other partners such as Excellence in Manufacturing we delivered our annual Manufacturing Matters conference virtually. Virtual niche events focused on exporting, food and beverage processing as well as Covid best practices where also held virtually.



As the regional supporter for the London Chapter, LEDC helps WCT deliver local events and workshops that are valuable to the digital creative sector.



Partnering to highlight local solutions and industry sectors, through ongoing events such as Manufacturing Matters in a virtual setting and our Holiday Open House.



Chance to work closely with Workforce Planning and Development Board | Elgin, Middlesex, Oxford



Initiating an important partnership with Libro Credit Union and supporting London's new agri-business incubator at the Western Fair District and referring clients to access space, resources, and connections to accelerate business growth.



Connecting early-stage companies in London's digital creative sector to access space, mentors, investors, and resources at the accelerator.



Delivering multi-phase food and beverage programming to support agri-food entrepreneurship.



Signed a formal partnership MOU, that includes participating in program advisory committees, actively reporting on new programs, international recruitment activities and working with Fanshawe Corporate Training Solutions to deliver the Momentum series online.



Collaborated with Western and affiliates Kings, Brescia and Huron on international recruitment strategies and career fairs.

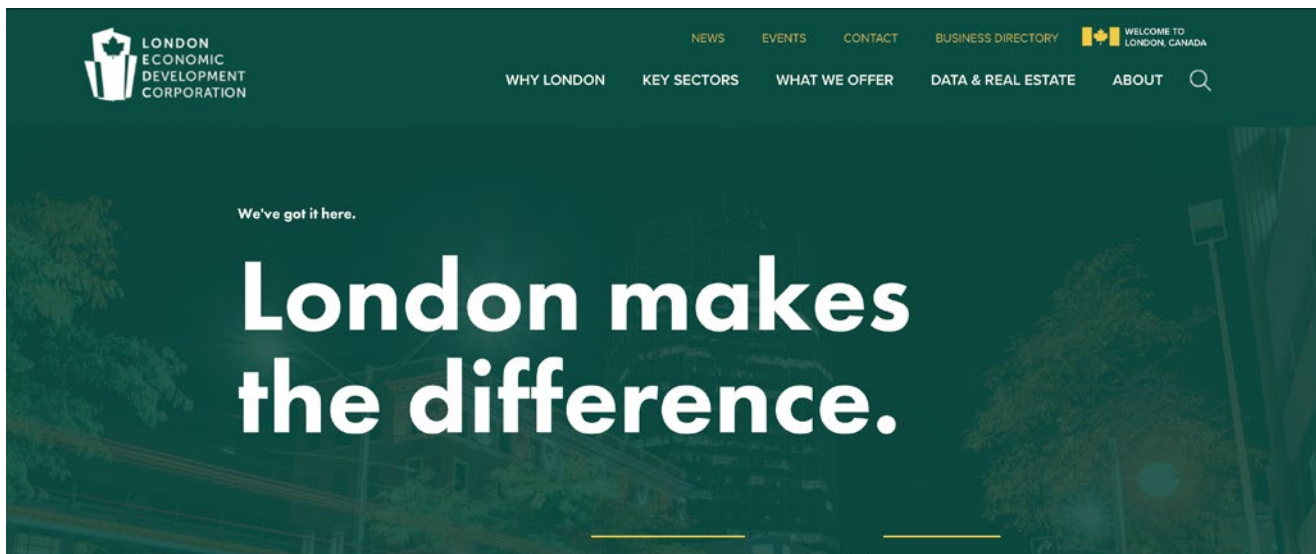


It is now easier for job seekers to connect with local employers and employment opportunities through a number of enhanced features on LondonTechjobs and London Manufacturing Jobs.



Partnered to develop and deliver the LondonCAN Exchange - the first ever entrepreneurship event during Global Entrepreneurship Week, with Leap Junction, Propel Entrepreneurship, Pillar Nonprofit, Société Économique De L'Ontario, Futurpreneur Canada, and SBC London.

STRATEGIC INITIATIVES



Industry Collisions The LEDC collaborated with **The Forest City Film Festival, Deloitte Canada, London Region Manufacturing Council** and others to deliver virtual industry events in 2020, which are creating networking and business-to-business opportunities among local companies.

Talent Resources LEDC enhanced its partnership with **Knighthunter** to add more functionality to **London Tech Jobs** and **London Manufacturing Jobs** portals. Companies are now empowered to manage their own job postings by creating an account.

London & Area Works In 2020 the community partners involved in this project - **CTV London, City of London, LEDC, Elgin County, Employment Ontario, Future Oxford,** and **Local Employment Planning Council** - virtually hosted two Virtual Job Fairs that attracted 2766 jobseekers to meet hiring employers and community services. Jobseekers were provided preparatory workshops and advice on how to succeed in a virtual environment and were introduced to free employment services that can help them prepare for post pandemic opportunities.

Regional Alliances The LEDC participates in two pan-regional alliances, with the **Ontario Food Cluster (OFC)** and **Ontario Manufacturing Communities Alliance (OMCA)**. We work with other municipalities in Ontario to market Ontario and serve as a one-stop shop for potential foreign investments. LEDC is also a member of the **Consider Canada City Alliance (CCCA)** where Canada's 13 largest cities coordinate investment attraction activities with the Federal government.

LEDC supported fast growing companies through the 100in5 program. A program designed to support the rapid growth of 100 companies over the next 5 years. In 2020 over 38 companies benefited from 10+ sessions and 600 consultations and referrals.

Programming In 2020 LEDC moved **Business Momentum Series** online with **Fanshawe College's Corporation Training Solutions** that helped over 150 HR and Communications employees upgrade their skills. **LEDC** and the **Small Business Centre** also continued delivering programming for food and beverage entrepreneurs.

Partnered with rTraction to completely redevelop the LEDC website using a collaborative process that involved the entire LEDC team.

COVID-19 Response Built a collaborative stand alone London Business COVID-19 website within 24 hours of the Pandemic which is updated multiple times a day. Created a video "*When the World Changes We can Still Change the World*" that was recognized with a Gold dotCOMM award. Created and updated a resource to connect PPEE suppliers with those in need. Created a resource to assist local business source web and e-commerce solutions as well as hosted 30+ virtual events.

ECONOMIC INDICATORS

Successful outcomes for LEDC go beyond job creation and investment attraction. The efforts of our team have a very high multiplier effect in the community and impacts many lives in London.

ANNUAL DEMOGRAPHIC ESTIMATES BY LONDON CENSUS METROPOLITAN AREA (CMA)

CHART 3

POPULATION

551,066

POPULATION GROWTH RATE

1.6%

A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core.

SOURCE: STATISTICS CANADA TABLE 17-10-0078-01 (2018 ESTIMATES)

GROSS DOMESTIC PRODUCT (IN MILLIONS)

CHART 2

	2013	2014	2015	2016	2017	2018	2019	2020
GDP	20,007	20,393	20,749	21,071	21,471	21,800	21,568	22,410

SOURCE: THE CONFERENCE BOARD OF CANADA



EMPLOYMENT LONDON CMA (IN THOUSANDS)

	2013	2014	2015	2016	2017	2018	2019	2020
Total Employed	240.4	243.0	252.0	245.9	245.8	252.9	251.2	252.4
Goods-Producing Sector	48.5	48.4	53.8	53.5	51.3	52.8	55.2	57.1
Agriculture	3.1	3.5	3.8	3.3	3	2.4	2.3	4.5
Construction	16.4	16.4	16.8	15.3	16.5	17.4	17.6	20
Manufacturing	27.4	27.1	32.0	33.4	29.8	31.7	34.3	31.3
Services-Producing Sector	191.8	194.6	198.1	192.4	194.5	200.1	196.0	195.3
Trade	39.7	37.2	37.2	32.1	37.2	42.5	37.4	31.5
Transportation & Warehousing	11.2	11.8	9.8	10.7	9.9	11.4	10.9	12.7
Finance, Insurance, Real Estate & Leasing	17.0	16.4	18.4	16.4	17.1	15.9	18.1	18.9
Professional, Scientific & Technical Services	13.8	12.6	14.6	16.3	16.6	14.8	17.0	19.8
Business, Building & Other Support Services	11.2	12.0	15.0	12.5	13.4	12.3	10.7	8.9
Educational Services	18.1	22.5	22.6	22.4	23.1	22.1	21.7	22.6
Health Care and Social Assistance	37.8	36.7	35.8	38.2	38.1	38.5	37.5	38.6
Information, Culture & Recreation	8.9	10.0	7.1	9.6	7.8	8.4	8.2	9.2
Accommodation & Food Services	17.7	17.4	19.0	19.0	17.1	17.8	15.1	14.7
Other Services	7.8	8.2	8.9	8.7	7.6	9.5	10.1	8.8
Public Administration	8.6	9.9	9.8	6.5	6.5	7.0	9.3	9.4

SOURCE: STATISTICS CANADA TABLE 14-10-0098-01

LABOUR FORCE CHARACTERISTICS (IN THOUSANDS)

		2013	2014	2015	2016	2017	2018	2019	2020
Population	K	414.0	418.5	422.2	426.4	431.6	439.2	447.5	454.5
Labour Force	K	262.9	262.7	269.4	264.4	261.3	267.8	265.9	276.5
Employment	K	240.4	243.0	252	245.9	245.8	252.9	251.1	252.4
Unemployment Rate	%	8.6	7.5	6.5	7.0	5.9	5.6	5.5	8.7
Participation Rate	%	63.5	62.8	63.8	62.0	60.5	61	59.4	60.8
Employment Rate	%	58.1	58.1	59.7	57.7	57	57.6	56.1	55.5

SOURCE: STATISTICS CANADA, CANSIM TABLE 14-10-0096-01

ECONOMIC INDICATORS

LONDON HOUSING PRICES (AVERAGE)

	TWO-STOREYS	BUNGALOWS	CONDOMINIUMS	AGGREGATE
London	\$531,342	\$430,063	N/A	\$479,453

SOURCE: ROYAL LEPAGE HOUSE PRICE SURVEY, Q1-Q4, 2020

MEDIAN TOTAL INCOME (ALL FAMILIES) CHART 6

	2013	2014	2015	2016	2017	2018
London	\$75,980	\$78,050	\$80,570	\$81,800	\$83,880	\$86,860
Canada	\$76,550	\$78,870	\$80,940	\$82,110	\$84,950	\$87,930

STATISTICS CANADA, CANSIM TABLE 11-10-0009-01

BUILDING CONSTRUCTION ACTIVITY (IN \$MILLIONS)

	2016		2017		2018		2019		2020	
	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE
Residential	2,859	\$872.28	3,292	\$822.34	2,702	\$763.2	2,679	\$755.5	2,639	\$1,239.1
Commercial	533	\$186.12	435	\$154.17	502	\$141.6	546	\$115.3	546	\$106
Industrial	80	\$53.68	95	\$33.23	81	\$43.6	112	\$385.7	64	\$63
Institutional	203	\$289.82	175	\$108.39	236	\$53.9	191	\$97.1	178	\$203.6
Other	1,037	\$8.21	1,019	\$5.65	1,049	\$1.3	1,003	\$20.6	820	\$9.6
Total	4,712	\$1.41B	5,014	\$1.12B	4,570	\$1.01B	4,531	\$1.3B	4,091	\$1.6B

SOURCE: CITY OF LONDON, 2019.

VACANCY RATES

	2013	2014	2015	2016	2017	2018	2019	2020
Industrial	9.2%	9.2%	8.6%	7.4%	8.0%	5.1%	3.5%	1.5%
Office	15.4%	15.1%	14.3%	16.6%	16.9%	20.3%	19.2%	13.8%

CBRE LIMITED, Q4, 2019



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Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

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

Subject: London Community Grants Program Innovation and Capital
Funding Allocations (2021)

Date: June 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the report dated June 23, 2021, titled “London Community Grants Program Innovation and Capital Funding Allocations (2021)”, **BE RECEIVED** for information.

Executive Summary

This report presents the 2021 allocations for the Innovation and Capital granting stream of the London Community Grants Program. This report also provides an update on the implementation of the London Community Grants Program.

The purpose of this report is to provide Council with the 2021 allocations for the Innovation and Capital stream.

Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with two strategic areas of focus, as presented in the City of London Strategic Plan 2019-2023.

- Strengthening Our Community under the outcome Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Creating a Safe London for Women and Girls under the outcome London has enhanced the potential for women and girls to live safe lives.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 17, 2018)
- [London Community Grants Program Innovation & Capital Funding Allocations](#) (September 18, 2017)

2.0 Discussion and Considerations

2.1 Background and Purpose

The London Community Grants Program (LCGP) provides funding for programs and initiatives that align with the City of London's Strategic Plan or through Council-directed emerging priorities.

Through the 2020-2023 Multi-Year budget process, \$495,954 was allocated to the Innovation and Capital Stream. On February 2, 2021, Council approved the updated London Community Grants Policy that states a minimum of 25% of the total funding for the Innovation and Capital Funding Stream will be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity, it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the London Community Grants Program Policy.

In March of 2021, the application for the 2021 LCGP Innovation and Capital Stream was launched.

During the application intake period, Civic Administration offered three virtual information sessions and provided one-to-one support for organizations as needed.

A total of 51 applications (36 Innovation and 15 Capital) were received, with requests totalling more than \$3M. Twenty-three of these applications (45%) were from groups applying to the LCGP for the first time.

See Appendix A attached for allocation details.

The Community Review Panel supported funding 10 applications: eight Innovation and two Capital projects. Of these projects:

- 86.5% of the total Innovation and Capital budget was allocated toward projects that the Community Review Panel agreed advance anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity; and,
- Five of the 10 funded recipients had not been previously funded through the LCGP.

As per the [London Community Grants Program Allocations \(November 25, 2019\) report](#), members of the Community Review Panel will remain anonymous until all funding decisions have been made at the end of the 2023 application review process, prior to the next Multi-Year Grant funding cycle.

3.0 London Community Grants Program Policy Update

3.1 London Community Grants Program Policy Changes for 2021

As part of the updated London Community Grants Policy in February 2021, Council also approved the following changes in 2021:

- Added requirement to the Capital grant application process that applicants must demonstrate they have applied to other relevant capital funding opportunities; and,
- Changed the composition of the Community Review Panel to decrease the number of City staff by one and increase the number of community experts by one to provide guidance on the Council-directed emerging priority of Anti-Racism and Anti-Oppression.

Work to remove barriers to the London Community Grants Program for racialized and marginalized groups is ongoing. Civic Administration coordinated an anti-racism, anti-oppression, diversity, and inclusion training session for panel members and City staff supports in advance of the 2021 Innovation and Capital review process.

Additional changes will be made to the LCG Policy as outlined in the [January 26, 2021 Strategic Priorities and Policy report](#). It is anticipated that all changes will be completed prior to the next LCGP Multi-Year funding cycle (2024–2027).

4.0 Next Steps

Civic Administration will work with all successful applicants to create and sign grant agreements for funding to be released as soon as agreements are signed by both parties. Through the formal grant agreement, financial and outcome reporting expectations are clearly outlined.

5.0 Financial Impact/Considerations

Annual funding to support the LCGP was part of the Neighbourhood, Children and Fire Services budget, which was approved through the 2020-2023 Multi-Year Budget process. Following the corporate wide restructuring process, this funding now exists in the Neighbourhood and Community-Wide Services operating budget.

Conclusion

The London Community Grants Program is an investment in community, providing not-for-profit organizations and groups with opportunities to strengthen neighbourhoods and build the health and well-being of local communities in alignment with the City of London's Strategic Plan and Council-directed emerging priorities.

Civic Administration is committed to ongoing action to reduce barriers and build a more inclusive, responsive, and impactful London Community Grants Program.

Prepared by:	Alexis Kampman, Specialist II, Municipal Policy Janice Walter, Manager, Neighbourhood and Community Funding
Submitted by:	Kristen Pawelec, Manager, Neighbourhood and Community Initiatives
Recommended by:	Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

c. Meng Liu, Senior Financial Business Administrator, Financial Supports
Douglas Drummond, Financial Business Administrator, Financial Supports

LONDON COMMUNITY GRANTS PROGRAM 2021 INNOVATION & CAPITAL FUNDING ALLOCATIONS

APPENDIX A

CAPITAL						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	Total
Boys' & Girls' Club of London (Gym Improvement) <ul style="list-style-type: none"> Funding will support the refurbishing of the gymnasium floor, providing increased recreational opportunities for children, youth, seniors, families, and community partners. The new gym floor will offer more functional space that will allow more recreation and sport activities and increase physical activity participation of members and visitors. 		✓			✓	\$35,000
Southwest Aboriginal Health Access Centre (Nshwaasngong Child Care and Family Centre) <ul style="list-style-type: none"> Funding will support the installation of the security system at the Child Care and Family Centre, providing a safe and secure place for children and families to gather and learn. 		✓			✓	\$80,000
INNOVATION						
Aeolian Hall Musical Arts Association / Black London Network (Black London Network Outreach Program) <ul style="list-style-type: none"> Funding will support virtual workshops and lessons for children and youth on Black confidence, leadership, current events, Black history, culture, and music. Sessions will feature Black leaders, historians, and activists, strengthening Black history education and fostering increased engagement and a sense of inclusion for London's Black communities. 		✓			✓	\$87,511
Nigerian Association of London and Area (Mental Health Programming for Racialized Londoners) <ul style="list-style-type: none"> Funding will support the delivery of a range of dignified, inclusive, and compassionate mental health and addiction services, supports, and educational programs for racialized communities. Community partnerships and referrals with service providers will be strengthened through collaboration and education opportunities. 		✓			✓	\$43,000
Pillar Nonprofit Network (Mobilizing for an Inclusive Economy & Community) <ul style="list-style-type: none"> Funding will support the development of Equity & Inclusion Reflection and Framework and Toolkits. Resources will be co-created with equity serving organizations that have lived experience and systems expertise to develop, test, and implement a racial and gender+ equity lens framework and toolkits, which can be applied at the citizen, organizational, and community level. 		✓			✓	\$35,000
ReForest London (Seed Hub & Community Tree Nursery Development) <ul style="list-style-type: none"> Funding will support the implementation of London's first native tree seed program and community nursery. Based on best practices, the program develops the seed inventory, recruits and trains volunteers and conducts seeding activities across the city. 	✓					\$32,350

INNOVATION						
Organization / Project Description	BSC	SOC	GOE	CSL	ARAO	TOTAL
Thames Region Ecological Association (TREA) (The London Thing Library) <ul style="list-style-type: none"> The London Thing Library is a community space where Londoners can access household tools, equipment, and training to share, repair, create, and learn together. The library provides a low-cost, circular economy approach for residents, reducing barriers to accesses tools and workshops while increasing environmental awareness. 		✓				\$34,500
The Congress of Black Women Ontario Inc. (Future Smart Youth Program) <ul style="list-style-type: none"> Funding will support the development of a program for London youth to enhance social, personal, and career life skills. The program will be designed with the consciousness of the challenges that marginalized youth have experienced and will better equip them to be successful. 		✓			✓	\$33,000
The London Cross-Cultural Learner Centre (Yazidi Children and Youth Peer Support Project) <ul style="list-style-type: none"> Funding will support a new locally created innovative peer support program addressing the needs of traumatized children and youth through peer support and mentorship. The program aims to improve the social, spiritual, and mental wellness of the Yazidi youth and children while considering non-westernized approaches, linguistic, and cultural background. Creating leadership and mentoring opportunities, empowering youth and creating a sense of belonging in a safe and welcoming community. 		✓			✓	\$84,518
WeBridge Community Services (Voices: Black Seniors and Youth Educational Workshops) <ul style="list-style-type: none"> Funding will support Black identifying seniors and youth through educative sessions creating a space to meet, learn, and share experiences. Using an Afrocentric model will help to empower and strengthen intergenerational, community, and personal growth connections. 		✓			✓	\$31,075

Legend

Building a Sustainable City (BSC)
Strengthening Our Community (SOC)
Growing Our Economy (GOE)
Creating a Safe London for Women and Girls (CSL)
Anti-Racism, Anti-Oppression, Equity, and Inclusion Projects (ARAO)

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: Housing Development Corporation, London 2020 Annual
General Meeting of the Shareholder Annual Resolutions
Date: June 23, 2021

Recommendation

That, on the recommendation of the City Manager, the Independent Auditor's Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2021, BE RECEIVED.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Item #4.1 – Strategic Priorities and Policy Committee – September 16, 2019
Item #2.8 – Community and Protective Services Committee – December 3, 2019
Item #2.2 – Strategic Priorities and Policy Committee – April 28, 2020
Item #3.1 – Strategic Priorities and Policy Committee – June 9, 2020
Item #2.1 – Strategic Priorities and Policy Committee – March 9, 2021
Item #2.6 – Community and Protective Services Committee – May 11, 2021

1.2 May 25, 2021 – Municipal Council Resolution

At its meeting held May 25, 2021, Municipal Council resolved:

“That the following actions be taken with respect to the 2020 Annual General Meeting of the Shareholder for the Housing Development Corporation, London:

- a) the 2020 Annual General Meeting of the Shareholder for the Housing Development Corporation, London BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 23, 2021, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2020 Annual Meeting to the Board of Directors for the Housing Development Corporation, London and to invite the Chair of the Board and the Executive Director of the Housing Development Corporation, London to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 21, 2021 from S. Giustizia, President & CEO, Housing Development Corporation, London with respect to this matter.”

2.0 Discussion and Considerations

2.1 Housing Development Corporation, London Governance

At its meeting held on January 12, 2021, Municipal Council resolved as follows with respect to Housing Development Corporation, London Governance:

“That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer and with the concurrence of the City Manager, that the following actions be taken with respect to the proposed restructuring of the Housing Development Corporation, London (HDC), next steps and timelines:

- a) the report dated December 16, 2020 titled “Governance Functional Review – Housing Development Corporation, London (HDC), BE RECEIVED;
- b) the Acting Managing Director Housing, Social Services and Dearness Home BE AUTHORIZED to implement recommendations contained in the report noted in a) above;
- c) the Civic Administration BE DIRECTED to bring forward the necessary by-laws and documentation to dissolve Housing Development Corporation, London (HDC) and to integrate the affordable housing portfolio into the Corporation of City of London’s Corporate Structure with an implementation timeline of Q2 2021; and,
- d) the Civic Administration BE DIRECTED to undertake all other actions required to support the effective implementation c) above.”

As a result of the above-noted direction, the only action required of the Shareholder at the 2020 Annual General Meeting, will be to receive the 2020 audited financial statements.

At its meeting held on May 25, 2021, Municipal Council resolved:

“That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the staff report dated May 11, 2021, related to the Housing Stability for All Plan 2020 Update and Priorities for 2021:

- a) the Civic Administration BE DIRECTED to submit the Housing Stability for All Plan (HSAP) 2020 Update and Priorities for 2021 to the Ontario Ministry of Municipal Affairs and Housing as the annual update to the local homeless prevention and housing plan, in accordance with the Housing Services Act, 2011 (HSA);
- b) the Civic Administration BE DIRECTED to circulate this report to stakeholders, agencies, and community groups including, but not limited to, Middlesex County, London Housing Advisory Committee, and the London Homeless Coalition; and,
- c) the Civic Administration BE DIRECTED to circulate this report to the Strategic Priorities and Policy Committee to form part of the Housing Development Corporation, London’s (HDC’s) 2020 annual report to the Shareholder. (2021-S11)”

The above-noted report has been included in the June 23, 2021 Strategic Priorities and Policy Committee Agenda under separate cover.

2.2 2020 Annual General Meeting

The Housing Development Corporation, London (HDC) is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16. As a result of the above-noted Governance Review, the Civic Administration, in accordance with Municipal Council direction, is in the process of dissolving the HDC.

In accordance with the *Business Corporations Act*, the Shareholder of HDC is required to, at the Annual General meeting to receive the 2020 audited financial statement for the Corporation. Under separate cover on the June 23, 2021 Strategic Priorities and Policy Committee Agenda is the "Financial Statements of Housing Development Corporation, London, December 31, 2021 submitted by KPMG LLP.

Conclusion

The City Manager recommends that the Independent Auditor's Report of KPMG LLP for the Shareholder of Housing Development Corporation, London, dated December 31, 2021, be received.

Prepared and Submitted by: Cathy Saunders, City Clerk
Recommended by: Lynne Livingstone, City Manager



Housing Development Corporation, London

2020 SHAREHOLDER UPDATE



Rendering of 122 Base Line Rd West

**Strategic Priorities and Policy Committee (SPPC)
City of London Municipal Council
Meeting of June 23, 2021**



Agenda

In this Report:

1. Relevant Highlights: Local Housing Market
2. 2020 Key Achievements
3. The Response: 2020 Housing Development Plans
4. Housing Development and Plans – Complete List
5. Transition Plans and Next Steps
6. Financial Update and Reserve Fund Commitments

Background:

See: Community and Protective Services Committee meeting of May 11, 2021

Housing Stability Action Plan, 2020 Update and Priorities for 2021

“That... c) the Civic Administration Be Directed to circulate this report to the Strategic Priorities and Policy Committee to form part of the Housing Development Corporation, London’s (HDC’s) 2020 annual report to the Shareholder.” <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=80773>

Strategic Priorities and Policy Committee meeting of March 9, 2021

Transition Plan Progress Report – Housing Development Corporation, London (HDC)

Update on transition plans related to reintegration of HDC staff and business into the Civic Administration

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=78179>



Relevant Highlights: Local Housing Market

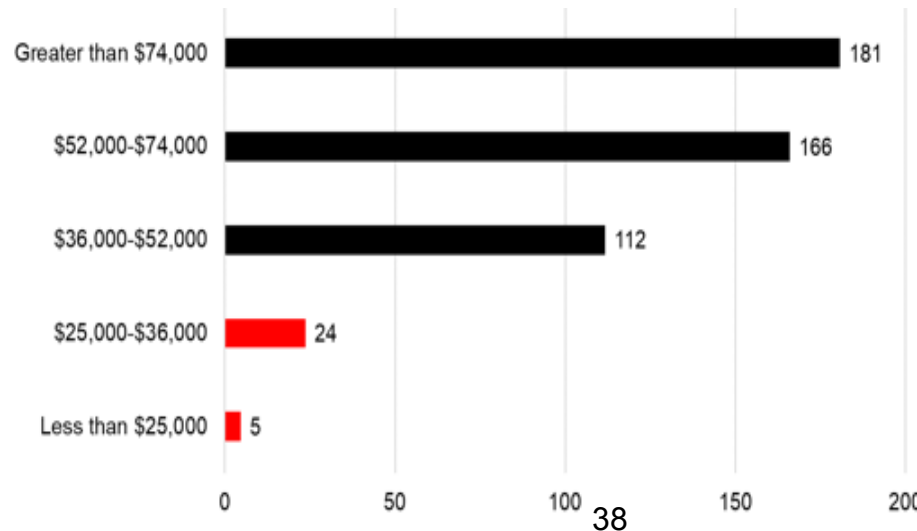
Experience in many large Canadian centres:

- Low vacancy rates in rental including in traditionally affordable/lower rental units
- Increased interest in rental market
- Ownership market outside of “affordability” for most

More unique to London:

- Rental market driven from within and outside London
- Interest in rentals “pulling” rents up from affordable units to meet demand = Fewer affordable units
- Persons in low/modest incomes losing in competition for few available units.

The 3000 unit gap in affordable housing:



Pie Chart: 60% of renters have incomes below \$52,000 (gross)

Graph: Almost no units in market for households under \$36,000

Units need to be prioritized to local needs.

(See HSAP update. CPCS, May 11, 2021 for details)



2020 HDC Key Achievements

165 New Affordable Units Approved in 2020

Bonusing for affordability

- **32 new units** guaranteed through S. 37 Bonusing. 12 of which with agreements for 50 years
- Bonused units to be aligned to those urgently needing housing through Housing Stability Services
- Bonusing as part of broader work with private developers on ways to advance more new affordable housing

Supporting new community affordable housing development

- **72 new units** approved for investment funding and currently under construction (see Indwell)
- Rostered 8 new partners interested in affordable housing development
- Advanced funding applications resulted in receiving \$24.3 million of government funding for affordable housing
- Accessed new government investment programs - stacking 4 government funding programs (2 new to 2020)
- Retained 24 sector/industry leader Agreements with engaged HDC Rostered Partners.

Advancing a pipeline of affordable development

- **61 units** approved as start of new municipal affordable housing infrastructure for urgent housing (see 122 Baseline)
- Developed plans, acquired approval and project managed demolition of former school buildings
- Initiated planning to provide for the future development of new affordable housing stock
- Establishing partners and process for maximizing value in available land for affordable housing



The Response: 2020 Housing Development Plans

Supporting strong community projects



Picture of 744 Dundas Street

Funding 72 new affordable “specialized housing” units:

- Indwell Community Homes at 744 Dundas
- Advancing quickly to completion
- Housing to meet tenant wellness, belonging, and stability needs.
- Working with Housing Stability Services and local partners

Other Actions:

- Advanced specialized housing and mixed housing with integrated populations with supports
- Housing with supports linked to Housing Stability Services and local priorities in Housing Stability Action Plan
- Revised programs including for Habitat for Humanity to support move to multi-residential affordable ownership

In addition to these, new units are being created by community organizations able to work more independently with government and community funders (PAM Gardens and Homes Unlimited London).



The Response: 2020 Housing Development Plans

Advancing new municipal affordable housing infrastructure



Rendering of Street View Entrance at 122 Base Line Rd West

Municipal Urgent Housing Priority Site 1: 122 Baseline Rd. W.

Status: Currently in Construction

4-storey development with 61 units including 41 one-bedrooms, 16 two-bedrooms, and 4 three-bedroom units.

The building is being built using prefabricated modular panelized construction methods led by EllisDon. Funding with RHI.



Site Photo of Construction at 122 Base Line Rd West



Rendering of Interior of Unit at 122 Base Line Rd West



The Response: 2020 Housing Development Plans

Readying municipal lands for development



Picture of the proposed 403 Thompson Rd Site

Municipal Urgent Housing Priority Site 2: 403 Thompson Road

Status: Investment funding application to advance in 2021

Land use and site planning activities in 2020 resulted in zoning approval to advance a 4-storey multi-residential affordable housing development, including 44 bachelor-style units.

Slated for next round of investment applications and construction.



Picture of the proposed 345 Sylvan St. site

Municipal Urgent Housing Priority Site 3: 345 Sylvan St.

Status: Pending Confirmation of Land Use Permissions

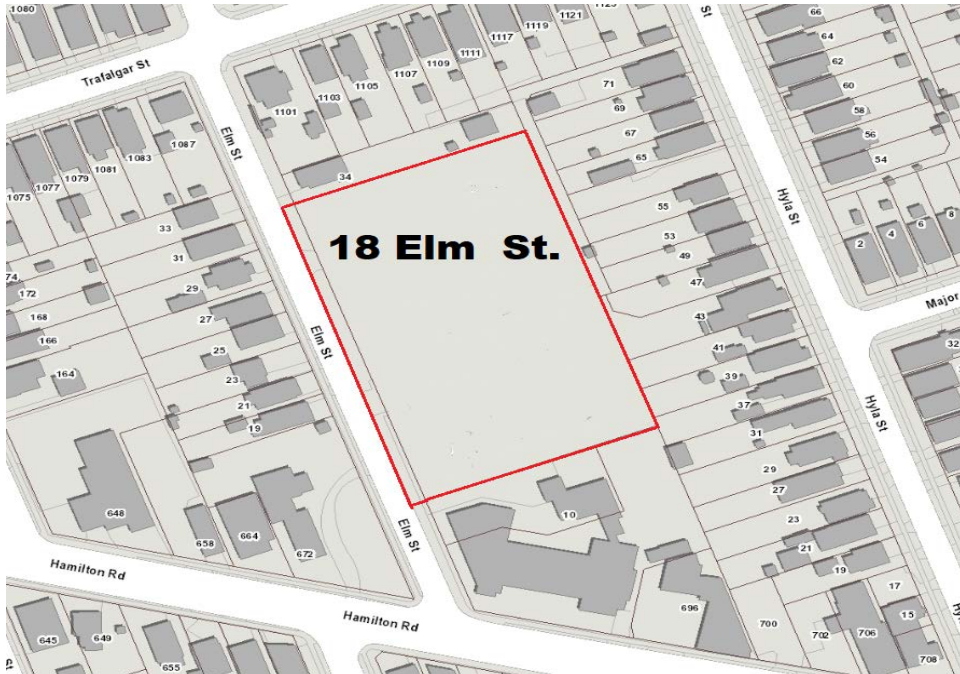
2020 planning work resulted in a zoning application approved by Council to advance a three-storey apartment building consisting of 40 one-bedroom affordable units and 2 two-bedroom units.

Target: Anticipated to advance in 2022 subject to approvals.



The Response: 2020 Housing Development Plans

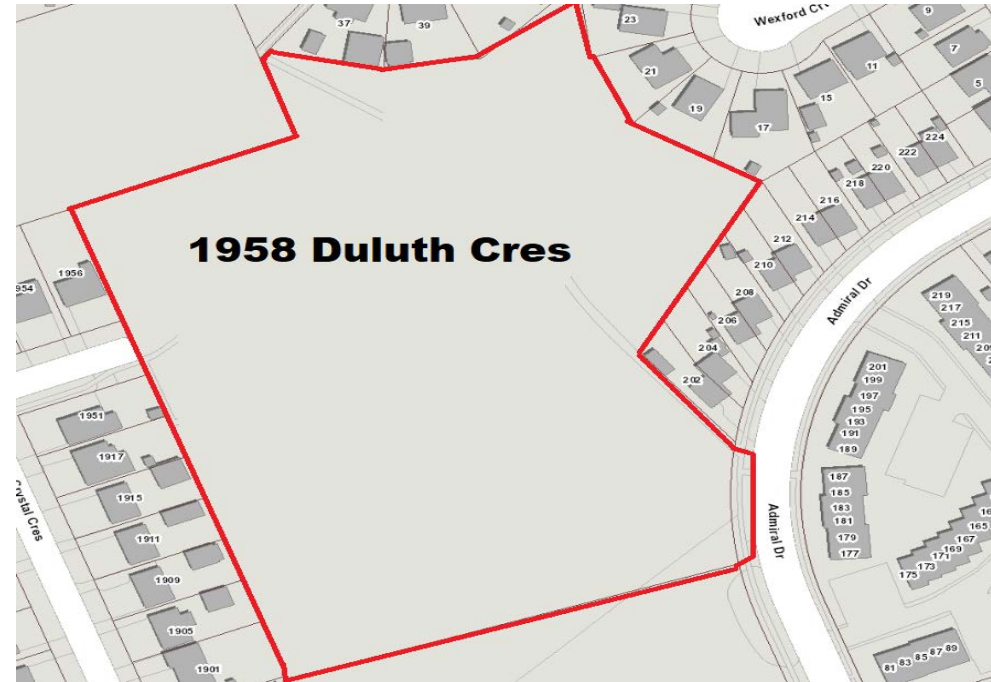
Acquiring strategic parcels toward a development pipeline.



Aerial map of 18 Elm Street

Purchased Surplus School Site: 18 Elm Street

- Purchased surplus school property in 2020
- Demolition and site remediation completed.
- Initiated site planning for affordable housing and parkland.
- Collaborative work with City's enterprise team and community partner continues.



Aerial map of 1958 Duluth Crescent.

Purchased Surplus School Site: 1958 Duluth Cres

- Purchased surplus school property in 2020
- Former school building demolished in December 2020
- Next steps: Concept plans and considerations toward land use planning for affordable housing and parkland.
- Requires plan of subdivision.



Housing Development and Plans – Complete List

Address	Affordable Units	Market Units	Total Units	Year Approved	Status
516 Albert Street Strathroy, 1822039 Ontario Ltd.	27	4	31	2016	Completed and renting in 2018
27 Centre Street, Escalade Property Corp.	46	15	61	2016	Completed and renting in 2018
356 Dundas Street, Indwell Community Homes	50	19	69	2016	Completed and renting in 2019
770 Whetter Ave., Homes Unlimited Inc.	50	4	54	2017	Completed and renting in 2019
45 Centre Street, Escalade Property Corp.	45	37	82	2017	Projected completion in 2021
1045 Dundas Street, London Affordable Housing Foundation	41	0	41	2018	Completed and renting in 2020
1090 Hamilton Road, Italian Seniors Project	54	6	60	2018	Completed and renting in 2020
440 Clarke Road, ZerIn Development Corp.	33	32	65	2019	Projected completion in 2021
329-331 Richmond St. Youth Opportunities Unlimited	35	0	35	2019	Projected completion in 2021
744 Dundas Street, Indwell Community Homes	72	0	72	2020	Projected completion in 2022
122 Base Line Road West, HDC	61	0	61	2020	Projected completion December 31, 2021
403 Thompson Road, HDC	44	0	44	Pending	Zoning approved April 2021; advancing plans to Site Plan Approval Q2-2021
345 Sylvan Street, City of London	42	0	42	Pending	Zoning appealed April 2021; continuing to advance plans to Site Plan Approval Q2-2021
18 Elm Street, HDC	TBD			Pending	Projected completion TBD
1958 Duluth Crescent, HDC	TBD			Pending	Projected completion TBD
Total	550*	117**	717		

(See HSAP update. CPCS, May 11, 2021 for details)

* In addition, HDC had inherited 226-230 Dundas St., 193 Clarke Road and 534 Albert St., Strathroy.

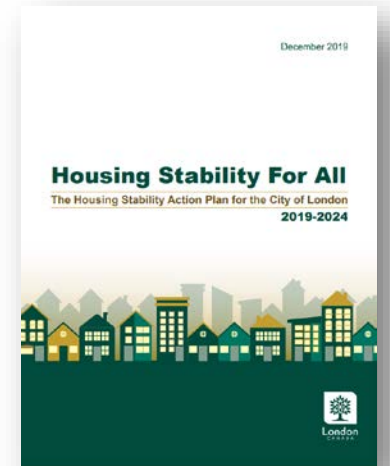
** Market units are rented at or slightly above the average rent. They maintain a relative affordability and help fund lower rents within the associated development.



Transition Plans and Next Steps

Building on industry-leading knowledge in affordable housing development toward...

- Advancing on plans for the smoothest possible transition of HDC staff and work into Civic Administration
- Advancing HDC/City business in affordable housing with community partners, clients, and agents
- Helping create action plans for 3000 units in 5 years (projected by end of summer 2021)
- Continue supporting all initiatives within the Housing Stability Action Plan activities
- Retaining gains and continuing growth of affordable housing through City's "enterprise approach"
- Managing existing and future projects
- NEW plans to advance Elm St. to development in coming weeks
- Helping the community to create more affordable housing in London through enhanced policies, programs, investments, planning, and direct development





Financial Update and Reserve Fund Commitments

HDC Reserve Fund

As at December 31, 2020

2020 Opening Cash Balance	\$ 6,741,756.00
Plus 2020 Annual City Contribution and interest ¹	2,659,848.00
Less 2020 Drawdowns	(2,475,016.00)
2020 Closing Cash Balance ¹	6,926,587.00
Less: Reserve Commitments	
329-331 Richmond Street (YOU)	(100,000.00)
744 Dundas Street (Indwell)	(357,078.00)
3454 Sylvan Street	(1,000,000.00)
Investment to support additional resourcing for lands	(50,000.00)
Office Lease	(1,569.00)
122 Baseline Road (HDC0002)	(776.00)
122 Baseline Road (SH1105)	(2,851,111.00)
403 Thompson Road	(2,759,326.00)
18 Elm Street	(407,105.00)
Subtotal Committed Funds to Date	(7,526,965.00)
Administrative Funds (Future Expenses)	(250,487.00)
2020 Uncommitted Capital ²	<u>\$ (600,377.00)</u>

Federal/Provincial Capital Funding	2020 Allocation (April 1, 2020 to March 31, 2021)	2021 Allocation (April 1, 2021 to March 31, 2022)
Ontario Priorities Housing Initiative (OPHI)	\$822,397	\$2,380,712

Note 1: Reserve Fund balance as of Dec.31, 2020 is the cash balance. The reserve fund balance reported in the audited Financial Statements is different as it is in accordance with Canadian public sector accounting standards and includes \$220,558 of notes receivable.

Note 2: The 2020 year-end analysis reflects a \$600,377 deficit in the Reserve Fund. This is due to the reporting of financial commitments approved in 2020 but were anticipated to be funded from revenues received in 2021.



Questions and Discussion



Housing Development Corporation, London



122 Baseline Road West

2020 SHAREHOLDER UPDATE

Strategic Priorities and Policy Committee (SPPC)
City of London Municipal Council
Meeting of June 23, 2021

Financial Statements of

**HOUSING DEVELOPMENT CORPORATION,
LONDON**

And Independent Auditors' Report thereon

December 31, 2020



KPMG LLP
140 Fullarton Street, Suite 1400
London ON N6A 5P2
Canada
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INDEPENDENT AUDITORS' REPORT

To the Shareholder of Housing Development Corporation, London

Opinion

We have audited the financial statements of Housing Development Corporation, London (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

May 3, 2021

HOUSING DEVELOPMENT CORPORATION, LONDON
Statement of Financial Position
December 31, 2020, with comparative information for 2019

	2020	2019
Financial assets		
Due from the Corporation of the City of London (note 3)	\$ 6,955,352	\$ 6,773,746
Trade and other receivables	170,290	75,895
Loan receivable	220,558	214,205
Total financial assets	7,346,200	7,063,846
Financial liabilities		
Accounts payable and accrued liabilities	331,199	105,318
Deferred revenue	7,961	10,250
Total financial liabilities	339,160	115,568
Net assets	7,007,040	6,948,278
Non-financial assets		
Tangible capital assets (note 4)	2,735,914	439,368
Prepaid expenses	7,847	7,783
Total non-financial assets	2,743,761	447,151
Accumulated surplus (note 5)	\$ 9,750,801	\$ 7,395,429

Commitments (note 9)
Subsequent event (note 11)

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

HOUSING DEVELOPMENT CORPORATION, LONDON

Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

	Budget	2020	2019
	(note 8)		
Revenues			
Transfer payments			
Municipal - the Corporation of the City of London (note 3)	\$ 3,289,987	\$ 3,249,118	\$ 2,788,931
Federal	2,000	93,764	31,389
Interest income	166,201	166,201	183,800
Total revenues	3,458,188	3,509,083	3,004,120
Expenses			
Salaries, wages and fringe benefits	681,937	659,559	688,758
Materials and supplies	69,020	55,034	57,905
Contracted services	54,030	84,843	81,087
Office rental expense	30,000	25,824	33,726
External transfers	-	283,660	2,957,092
Amortization of tangible capital assets (note 4)	44,791	44,791	44,791
Total expenses	879,778	1,153,711	3,863,359
Annual surplus (deficit)	2,578,410	2,355,372	(859,239)
Accumulated surplus, beginning of year (note 5)	7,395,429	7,395,429	8,254,668
Accumulated surplus, end of year (note 5)	\$ 9,973,839	\$ 9,750,801	\$ 7,395,429

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

HOUSING DEVELOPMENT CORPORATION, LONDON
Statement of Change in Net Financial Assets
Year ended December 31, 2020, with comparative information for 2019

	Budget	2020	2019
Annual surplus (deficit)	\$ 2,578,410	\$ 2,355,372	\$ (859,239)
Acquisition of tangible capital assets	(2,341,337)	(2,341,337)	(32,615)
Amortization of tangible capital assets	44,791	44,791	44,791
	281,864	58,826	(847,063)
Change in prepaid expenses	-	(64)	(2,117)
Change in net financial assets (debt)	281,864	58,762	(849,180)
Net financial assets, beginning of year	6,948,278	6,948,278	7,797,458
Net financial assets, end of year	\$ 7,230,142	\$ 7,007,040	\$ 6,948,278

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

HOUSING DEVELOPMENT CORPORATION, LONDON
Statement of Cash Flows
Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in)		
Operating activities		
Annual surplus (deficit)	\$ 2,355,372	\$ (859,239)
Items not involving cash		
Amortization of tangible capital assets	44,791	44,791
Change in non-cash assets and liabilities		
Due from the Corporation of the City of London	(181,606)	1,103,958
Prepaid expenses	(64)	(2,117)
Trade and other receivables	(94,395)	(17,291)
Loans receivable	(6,353)	(214,205)
Accounts payable and accrued liabilities	225,881	(30,532)
Deferred revenue	(2,289)	7,250
Net change in cash from operating activities	2,341,337	32,615
Capital activities		
Purchase of tangible capital assets	(2,341,337)	(32,615)
Net change in cash from capital activities	(2,341,337)	(32,615)
Net change in cash flows and cash, end of year	\$ -	\$ -

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

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements
Year ended December 31, 2020

1. Nature of Reporting Entity

Housing Development Corporation, London (the “Corporation”) is a municipal services corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990, c.B.16 on October 26, 2015.

The Corporation is a wholly owned subsidiary company of The Corporation of the City of London (the “City”) and is managed by a Board of Directors appointed by the City, as the sole shareholder.

2. Significant Accounting Policies

The financial statements of the Corporation are prepared by management, in accordance with Canadian generally accepted accounting principles as defined in the Chartered Professional Accountants (CPA) of Canada Public Sector Handbook – Accounting.

Significant accounting policies are as follows:

(a) Basis of Accounting

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Leasehold improvements	Lease term
Office equipment and furniture	5

Annual amortization is charged in the year of acquisition and in the year of disposal using the following rules:

- Leasehold improvements - prorated by month, based on in-service date
- Office equipment and furniture - half year rule.

Assets under construction are not amortized until the asset is available for productive use.

2. Significant Accounting Policies (continued)

(c) Government Transfers

Government transfer payments from the City are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the valuation allowances for receivables and useful lives assigned to tangible capital assets.

Actual results could differ from those estimates.

(e) Budget Figures

Budget figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by the Public Sector Accounting Board ("PSAB"), certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

(f) Liability for Contaminated Sites

Under PS 3260, liability for contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard. This Standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

2. Significant Accounting Policies (continued)

(g) Related Party Disclosures

Related parties exist when one party has the ability to control or has shared control over another party. Individuals that are key management personnel or close family members may also be related parties.

Disclosure is made when the transactions or events between related parties occur at a value different from what would have been recorded if they were not related and the transactions could have a material financial impact on the financial statements.

(h) Inter-entity Transactions

Transactions between related parties are recorded at carrying amounts with the exception of the following:

- Transactions in the normal course of business are recorded at exchange amount.
- Transactions with fair value consideration are recorded at exchange amount.
- Transfer of an asset or liability at nominal or no consideration is recorded by the provider at carrying amount and the recipient has the choice of either carrying amount or fair value.
- Cost allocations are reported using the exchange amount and revenues and expenses are reported on a gross basis.
- Unallocated costs for the provision of goods or services maybe recorded by the provider at cost, fair value or another amount dictated by policy, accountability structure or budget practice.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

3. Related Party Transactions

The City maintains a separate general ledger on behalf of the Corporation. All funds are paid and received through the City's bank account and are held for use by the Corporation.

In accordance with the City of London Council's direction of September 2, 2014, the Corporation has been extended shared services support from the City. The City's support services include information technology, risk management, facility, finance, payroll, purchasing, legal and other administrative services to ensure operational efficiency. The Corporation has also entered into an agreement with the City under which the Corporation reimburses the City for salaries and fringe benefits for employees that provide services on behalf of the Corporation. The Corporation incurred charges of **\$193,017** (2019 - \$240,130) for these services and this expense has been included in the Statement of Operations.

During the year, the Corporation received municipal revenues from the shareholder, as follows:

- Operating budget appropriation revenue of **\$342,987** (2019 - \$292,275)
- Annual contribution to the affordable housing reserve fund of **\$2,500,000** (2019 - \$2,000,000)
- Administrative fee revenue of **\$406,131** (2019 - \$496,656)
- Municipal funding contribution of **\$nil** (2019 - \$nil) for land acquisition. On May 30, 2017, the City of London Council passed a resolution to transfer lands from City of London ownership to the Corporation for affordable housing purposes. The transaction was completed during 2018 and recorded as a tangible capital asset addition by the Corporation, noting that the lands were transferred at their net book values, as follows:

	Net Book Value	Market Value
403 Thompson Road, London	\$ 160,000	\$ 250,000
122 Baseline Road West, London	95,401	490,000
	\$ 255,401	\$ 740,000

The City Council resolution stipulates that the transfer will be subject to a 10-year reversion clause should the lands not be sold or developed by the Corporation.

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

4. Tangible Capital Assets

Cost	Balance at December 31, 2019	Additions	Disposals	Balance at December 31, 2020
Land	\$ 297,930	\$ 2,341,337	\$ -	\$ 2,639,267
Leasehold improvements	218,431	-	-	218,431
Office equipment and furniture	5,525	-	-	5,525
Total	\$ 521,886	\$ 2,341,337	\$ -	\$ 2,863,223

Accumulated Amortization	Balance at December 31, 2019	Amortization Expense	Amortization Disposals	Balance at December 31, 2020
Land	\$ -	\$ -	\$ -	\$ -
Leasehold improvements	80,091	43,686	-	123,777
Office equipment and furniture	2,427	1,105	-	3,532
Total	\$ 82,518	\$ 44,791	\$ -	\$ 127,309

	Net Book Value December 31, 2019	Net Book Value December 31, 2020
Land	\$ 297,930	\$ 2,639,267
Leasehold improvements	138,340	94,654
Office equipment and furniture	3,098	1,993
Total	\$ 439,368	\$ 2,735,914

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

5. Accumulated Surplus

Accumulated surplus consists of the following:

	2020	2019
Surplus		
Invested in tangible capital assets	\$ 2,735,914	\$ 439,368
Capital deficit	(132,358)	-
Total surplus	2,603,556	439,368
Reserve funds set aside for specific purpose by the Board		
Future affordable housing (note 6)	7,147,145	6,955,961
Share capital		
100 Class A common shares (note 7)	100	100
	\$ 9,750,801	\$ 7,395,429

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

6. Analysis of Reserve Fund

	2020	2019
Reserve fund for future affordable housing:		
Balance, beginning of year	\$ 6,955,961	\$ 7,803,024
Interest earned	166,201	183,800
Contributions from current operations:		
Annual	2,500,000	2,000,000
Current year (deficit) surplus	-	(32,578)
Transfers to current operations	(283,660)	(2,957,092)
Transfers to capital operations:		
Development of land for future use	(2,191,357)	(41,193)
Balance, end of year	\$ 7,147,145	\$ 6,955,961

	2020	2019
Comprised of:		
Contributions from the City of London, stipulated for use in future affordable housing projects	\$ 6,846,658	\$ 6,655,474
Accumulated operating surpluses held for future administration expenses	300,487	300,487
Balance, end of year	\$ 7,147,145	\$ 6,955,961

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

7. Share Capital

	2020	2019
Authorized:		
An unlimited number of Class A common shares		
An unlimited number of Class B common shares		
An unlimited number of Class C common shares		
An unlimited number of non-cumulative, redeemable, voting Class A Special shares		
An unlimited number of non-cumulative, redeemable, voting Class B Special shares		
An unlimited number of non-cumulative, redeemable, voting Class C Special shares		
An unlimited number of non-cumulative, redeemable, voting Class D Special shares		
An unlimited number of non-cumulative, redeemable, voting Class E Special shares		
Issued:		
100 Class A common shares	\$ 100	\$ 100

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

8. Budget Data

Budget data presented in these financial statements are based upon the 2020 operating budget approved by the Board. Adjustments to budgeted values were required to provide comparative budget values based on the full accrual basis of accounting. These adjustments include revenues and expenses which were budgeted in the capital budget and amortization. Given that certain budget information is not available in full accrual format, the assumption of using budget adjustments that equal the actual full accrual adjustments was used. These full accrual budget estimates are for financial statement presentation only.

The chart below reconciles the approved budget with the budget figures as presented in these financial statements.

	Budget
Revenues	
Municipal revenue – The Corporation of the City of London	\$ 3,290,272
Municipal revenue – Transfers from reserve fund	43,000
Government grants	2,000
Total Revenues	3,335,272
Expenses	
Personnel costs	475,492
Administrative expenses	46,040
Financial expense - Transfers to reserve fund	2,500,000
Purchased services	103,875
Materials and supplies	11,220
Furniture and equipment	15,000
Recovered expenses	183,645
Total expenses	3,335,272
Net surplus as per approved budget	-
PSAB reporting requirements and Budget adjustments:	
Decrease in transfers to (from) reserve fund	2,457,000
Increase in amortization	(44,791)
Increase in interest income - reserve fund	166,201
Net PSAB budget surplus as per financial statements	\$ 2,578,410

HOUSING DEVELOPMENT CORPORATION, LONDON
Notes to Financial Statements (continued)
Year ended December 31, 2020

9. Commitments

- (a) The City is responsible for the delivery and administration of affordable housing programs in the City of London and the County of Middlesex. The City has delegated responsibilities for the administration and development activities for capital development within the Rental Housing Component to the Corporation.

Under this delegated authority, the Corporation has entered into various Municipal Contribution Agreements related to Affordable Housing Programs. The agreements are between the Corporation, the City and the successful proponent, who is selected through a procurement process. The agreements establish the proponent's obligations with respect to the program and the Corporation's and City's obligation to provide funding to the proponent.

As at December 31, 2020, the Corporation has outstanding commitments remaining on these agreements of **\$255,531** (2019 - \$221,588).

- (b) The Corporation is committed to the following minimum annual operating lease payments for premises as follows:

2021	\$	23,250
2022		23,875
2023		4,000
Total	\$	51,125

10. Impact of COVID-19 Pandemic

Effective March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, the Corporation has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic:

- Office closure to the public from March 18, 2020 to the date of the auditors' report based on public health recommendations
- Working from home requirements for those able to do so

The ultimate duration and magnitude of the COVID-19 pandemic's impact on the Corporation's operations and financial position is not known at this time, although to date the impact has not been significant. These impacts could include a decline in future cash flows and changes to the value of assets and liabilities. Though management continues to make best efforts to forecast possible financial scenarios, an estimate of the future financial effect of the pandemic on the Corporation is not practicable at this time.

11. Subsequent Event

Since year-end, the Corporation of the City of London (City), the sole shareholder of the Corporation, has undertaken resolutions to direct the transition of the affordable housing portfolio of the Housing Development Corporation, London into the City's corporate structure, including the Corporation's staff and business operations. At its Municipal Council meeting on March 23, 2021, the City resolved to have Civic Administration work and report back on the recommendations to winding up the Corporation when it has been confirmed that all commitments and functions of the Corporation have been assumed by the City.

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee Meeting
From: Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home
Subject: Housing Stability for All Plan 2020 Update and Priorities for 2021
Date: May 11, 2021

Recommendation

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, that this report **Be Received** for information purposes and that the following actions **Be Taken** with respect to this report that;

- a) Civic Administration **Be Directed** to submit the Housing Stability for All Plan (HSAP) 2020 Update and Priorities for 2021 to the Ontario Ministry of Municipal Affairs and Housing as the annual update to the local homeless prevention and housing plan, in accordance with the Housing Services Act, 2011 (HSA);
- b) Civic Administration **Be Directed** to circulate this report to stakeholders, agencies, and community groups including, but not limited to, Middlesex County, London Housing Advisory Committee, and the London Homeless Coalition; and,
- c) Civic Administration **Be Directed** to circulate this report to the Strategic Priorities and Policy Committee to form part of the Housing Development Corporation, London's (HDC's) 2020 annual report to the Shareholder.

Executive Summary

This report on the Housing Stability for All Plan 2020 update and appendices provide the following:

- An overview of the current housing environment in London, attached as Appendix A;
- An update on the first full year of action under the Housing Stability for All Plan (HSAP) for the calendar year of 2020 attached as Appendix B, including metrics and the status of the initiatives and plans attached as Appendix C;
- Updates from HDC that will form part of the 2020 report to Council as Sole Shareholder of HDC including details related to project initiatives associated with the creation of new affordable housing stock.

This report will be submitted to the Ontario Ministry of Municipal Affairs and Housing (MMAH) as an annual update to the local homeless prevention and housing plan required

under the Housing Services Act (HSA), 2011 from the City of London, as the designated Service Manager.

Updates in this report are specific to the HSAP and align with the City of London's Multi-Year Strategy, noting that the metrics and reporting periods for City Strategic Plans may vary.

Linkage to the Corporate Strategic Plan

Housing Stability for All: [Housing Stability Action Plan \(HSAP\)](#) for the City of London (2019) aligns with the strategic areas of focus in the 2019-2023 City of London Strategic Plan.

Strategies identified under the Strengthening Our Community strategic area of focus include:

- Establish and revitalize community housing through a Regeneration Plan;
- Increase supportive and specialized housing options for households experiencing chronic homelessness;
- Strengthen the support for individuals and families in need of affordable housing;
- Utilize innovative regulations and investment to facilitate affordable housing development;
- Create more purpose-built, sustainable, affordable housing stock in London;
- Implement coordinated access to mental health and addictions services and supports;
- Improve emergency shelter diversion and rapid re-housing practices; and
- Strengthen and support the mental health and addictions system.

Maintaining or increasing the number of shelter beds available to abused women and their children, and to homeless women and girls is a strategy identified to Create a Safe London for Women and Girls. This strategy notes that full implementation of a Housing First policy is to be contingent on availability of immediate access to safe, affordable housing.

Analysis

1.0 Background Information

Previous Reports Related to this Matter

- [Homeless Prevention - COVID-19 Response](#) (CPSC: March 30, 2021)
- [Letter of Mayor Holder to CPSC Re: 3000 Unit Challenge](#) (CPSC: March 30, 2021)
- [Transition Plan Progress Report – Housing Development Corporation, London HDC](#) (SPPC: March 9, 2020)
- [Governance Functional Review - Housing Development Corporation, London \(HDC\)](#) (Council: January 12, 2021)

- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024](#) (CPSC: December 3, 2020)
- [Update on Urgent Transitional and Modular Supported Housing Development Report on July 15, 2020](#) (CPSC: December 15, 2020)
- [Homeless Prevention COVID-19 Response](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: July 15, 2020)
- [Housing Development Corporation, London Annual Shareholder Report](#) (SPPC: June 9, 2020)
- [Homeless Prevention COVID-19 Response and Funding Overview](#) (CPSC: April 28, 2020)
- [Canada's COVID-19 Economic Response Plan Funding Agreement](#) (CPSC: April 28, 2020)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024...](#) (CPSC: December 3, 2019)
- [City of London Housing Services Review: Proposed Action Plan](#) (SPPC: September 16th, 2019)
- [Homeless Prevention and Housing Plan 5 Year Review and Update](#) (CPSC: June 17, 2019)

2.0 Discussion and Considerations

2.1 Overview of Housing Stability Action Plan

The HSAP¹ is a strategic framework guiding activities across the municipal housing system in support of housing stability within London and Middlesex from 2019-2024.

The HSAP report outlines four strategic areas of focus with related priority actions and measures. The strategic areas of focus are:

- Respond to the Homeless Crisis
- Create more Housing Stock
- Provide Housing Supports
- Transform the Service System

2.2 Housing Stability and Local Data

Prior to the onset of the COVID-19 pandemic, the HSAP report highlighted that London was experiencing a housing crisis related to the lack of affordable stock available to a growing population of persons living in “core housing need” (households who pay 50% or more of income on shelter costs), unstable housing conditions, or experiencing a housing/homelessness crisis.

The pandemic amplified the housing crisis in large urban centres across Canada. Over

¹ <https://www.london.ca/residents/Housing/Housing-Management/Documents/2020-01-24%20181029038-COL-Homeless-Prevention-And-Housing-Plan-Report-EMAIL-WEB.PDF>

the course of 2020, the London housing market has remained very active with increased sale, rental prices, demand, and housing construction. At the same time, the housing needs of Londoners in the low to medium earning range grew due to income loss during the pandemic and lack of available affordable housing options.

The attached Appendix A to this report provides an overview of the ongoing changes occurring within the London housing market and the impact of these on housing affordability, availability, and housing stability in London.

Civic Administration acknowledges the support of Anthony Passarelli, Senior Analyst at Canada Mortgage and Housing Corporation (CMHC) for information related to London's housing market, as provided in the attached Appendix A.

The information and data shared by CMHC along with local measures and experience will define the next steps in the HSAP priorities within the flexible framework of the strategy.

2.3 Implementation of the HSAP

In 2020, there was a significant movement on the actions in the HSAP. Civic administration worked closely across internal teams and with community partners to implement programs and projects aimed at housing stability.

In this period, approximately 70% of the actions progressed or were completed. A breakdown of the status for the total 118 actions in the HSAP plan in this period are:

- 55 actions are completed and ongoing
- 27 actions are in progress
- 36 actions have been identified with future targets

Details about the HSAP actions under the four strategic areas of focus and outcomes are included in the Appendix, including updates (Appendix B) and a list of actions underway attached as Appendix C.

3.0 Financial Impact/Considerations

There are no financial impacts at this time.

4.0 Key Issues and Considerations

4.1 Revised HSAP Priorities: Aligned Actions

The next steps of the HSAP priorities in 2021 and beyond have been heavily influenced by the housing needs that have been amplified throughout the pandemic and have become part of the local recovery plans.

The revised HSAP priorities will respond to the growing need for capital development related to the housing stock shortage. The ongoing modifications to HSAP initiatives,

based on changing local market trends and community needs, will help to:

- Reduce the loss of market based affordable housing to demand-driven housing prices;
- Identify and advance municipal tools and resources to attract and support affordable development;
- Prioritize access to new units, while retaining the essential elements of mixed housing in blended and whole communities; and
- Ensure that affordable housing actions continue to evolve and focus on the outcome of people retaining and attaining housing stability.

A focus of the next year of the HSAP will include the ongoing work related to homeless prevention and the aligning work within the City's urgent housing plans. This includes the development and rent-up of 122 Base Line Road West, 403 Thompson Road, 345 Sylvan Street, and 18 Elm Street.

The work of the HSAP requires the continuing effort of Civic Administration and community partners related to enterprise wide approaches (internally) and collaborative approaches across service providers and sectors (externally).

This work will require the continued support and aligned services of community partners, including through the London Homeless Coalition, London Housing Advisory Group, London Homeless Prevention Network, local community housing providers and advocacy agencies.

4.2 Enhanced HSAP Reporting, Communications, Advocacy, and Engagement of all levels of Government and Sectors

In order to provide a more usable and public facing platform, the HSAP reporting process would be better aligned with a webpage provided to Council and in a format where Council and members of the public can access regular updates about the implementation of the HSAP actions.

The migration to a website approach will take time to align within the revised corporate structure, priorities, and initiatives, but is anticipated to provide better overall tracking of targets and measures related to the HSAP and housing stability related policy and program changes.

4.3 Middlesex County Update

The Middlesex county content is in progress and will be separately submitted to the Province as part of our Service Manager update along with local City of London information.

Conclusion

Municipal Council will continue to receive housing stability related reporting on initiatives over the coming year. Civic Administration will work to continuously improve reporting and communications related to the HSAP initiatives and outcomes.

Civic administration and agencies will continue to implement the actions of the HSAP with an aim to increase housing stability for individuals and families. The next steps of the HSAP will focus on modified priorities based on the urgent housing plans emerging from Covid-19 and post Covid economic and community recovery.

Prepared by: **Melissa Espinoza, Program and Business Manager, HDC**
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Social Services and Dearness Home

Appendix A: Environmental Scan – Housing Stability in London

A.1 Analysis of the Local Housing Market

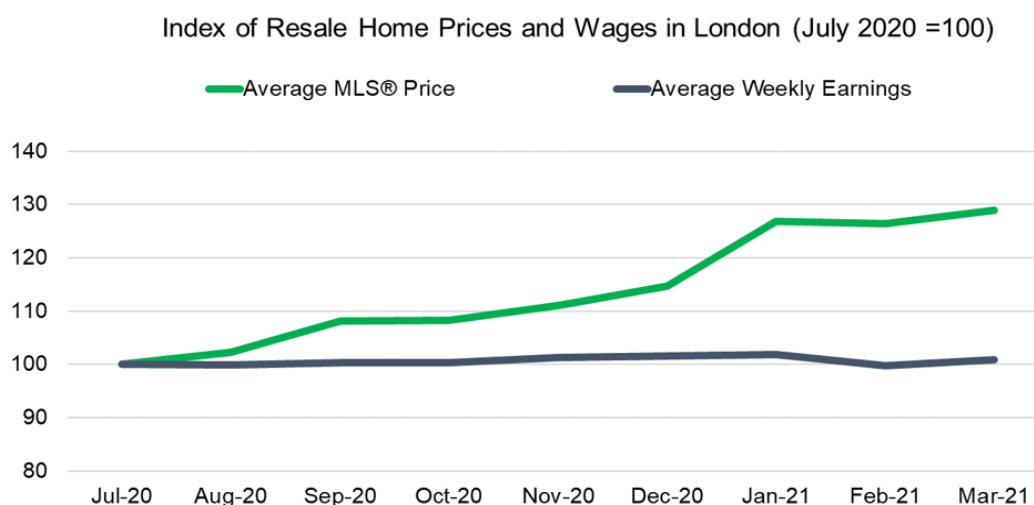
London’s housing market reflects two distinct segments:

1. An advancing market of new homes and apartments that are priced based on a housing demand for luxury or higher-end units. This market is driven in part by London’s “comparative affordability” to other Ontario centres – especially within the Greater Toronto Horseshoe Area (GTHA). These markets continue to be actively involved in London both through relocation as well as through purchase and investment within the housing commodity market; and
2. In a community with a large service sector, local incomes do not align and have not kept pace with changes in local housing ownership and rental rates. This means that a growing number of Londoners are experiencing the lack of “relative affordability” - where the cost of available housing in London far exceeds the incomes and needs of those in London who are experiencing housing needs.

A consistent message within local housing market remains around the increasing costs of housing in London in comparison to the local incomes.

The rapid and continued increase of prices in the housing resale market is considered to be indicative of the similar rental market rates, noting the rental market data is not monitored in the same manner.

Table 1: Rapid House Price Growth in London Despite Stagnant Wages



Sources: London-St. Thomas Association of Realtors, Statistics Canada, CMHC calculations
Information Assembled by CMHC

(Table 1: Rapid House Price Growth in London Despite Stagnant Wages)

What is not captured in the above data is the sales of newly constructed homes, which increases the average sale prices even beyond those reflected in Table 1 while the incomes of Londoners, as seen in the data has remained relatively flat. These same issues were already a factor in housing stability prior to the pandemic.

Shifting to the rental market, the information reflected in Table 2 portrays the incomes of renters in London and is distributed equally into 5 equal groups.

This graphic reflects that all but the highest income renters (20% of households) don’t have an option of homeownership based on local housing costs.

Competing interest in rental housing means rental rates increase based on market demand with traditionally lower cost rental units rising to meet demand. This results in almost no available rental stock within these modest and lower income rental market groups that would allow tenants to maintain shelter costs under 30% of their gross income (affordability rate).

Table 2: Estimated Renter Household Income in Quintiles in London



Source: Statistics Canada, CMHC calculations

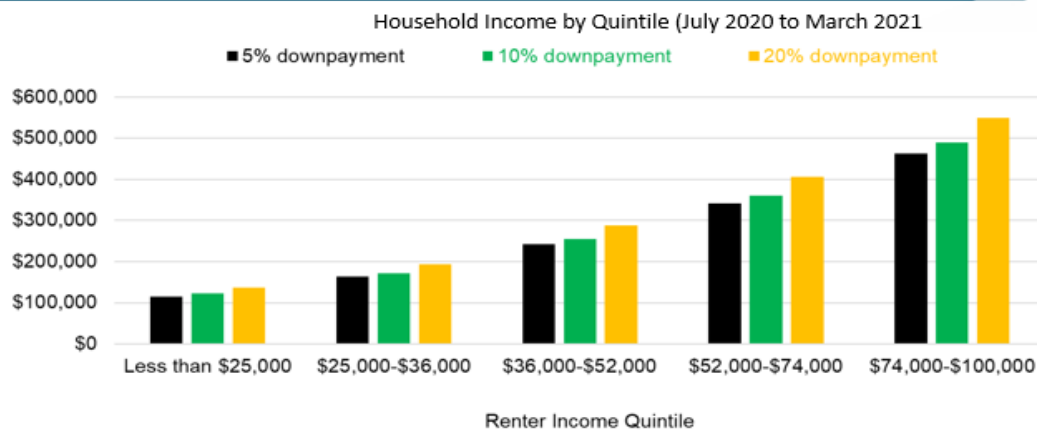
(Table 2: Estimated Renter Household Income in Quintiles in London)

“The income quintiles of renters in the primary market are assumed to mirror the overall rental market. We’re confident this is true for London, since nearly 2 of 3 renters live in the primary rental market.” Anthony Passarelli, CMHC

The current high local housing costs means that homeownership is no longer an option for most renters.

A \$500,000 home is not only hard to find, but the income required to purchase and carry the mortgage make it out of the income range of over 80% of London households based on the data available. These factors and market limitations negatively impact those in housing need, and thus the rental market as a whole.

Table 3 Estimated Housing Price By Renter Income



Sources: London-St. Thomas Association of Realtors, Bank of Canada, CMHC calculations

(Table 3: Estimated Housing Price By Renter Income)

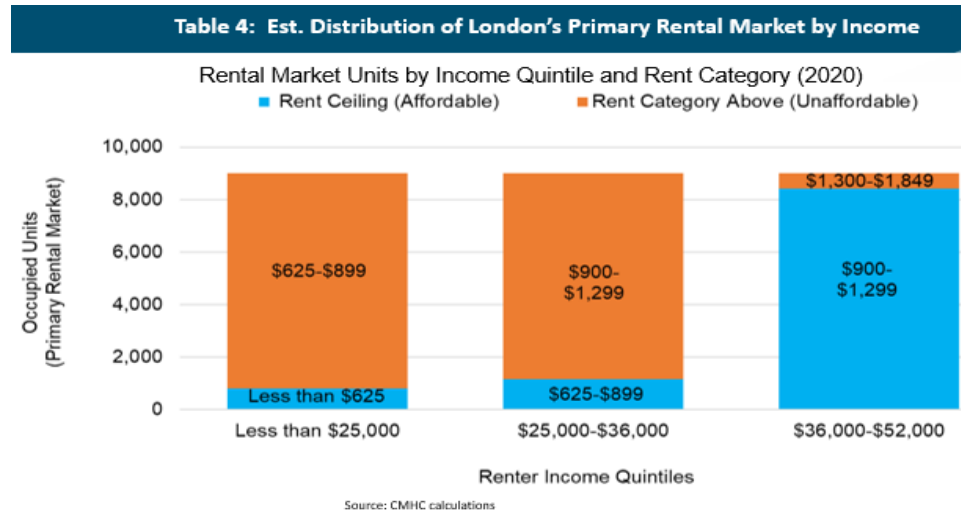
Rental market demands continue to be driven by existing homeowners moving to rental and by those coming from outside of London. This results in less movement within the rental market as a result of escalating housing prices.

“Too many higher income renters shifting down the rental ladder is a problem, since the renters with high incomes can easily outbid the renters with lower incomes. This puts strong upward pressure on rents for the mid-priced units, which then can drag up rents for units lower on the rent spectrum.” Anthony Passarelli, CMHC

The inactivity related to tenant movement at the lower end of the market and the competition for units at the upper end of the rental market reflects a housing gap. It also means that “Average Market Rent” figures, commonly used to measure the market, are more reflective of existing tenancies and not reflective of available units. Those that remain in their units are also not necessarily able to afford them.

Households with incomes of less than \$25,000 per year, require shelter costs to be less than \$625/m for housing to remain affordable (at 30% of gross income). Two out of every five renter households in London have incomes below \$36,000 (as reflected in the above

pie chart). For the thousands of Londoners in this situation, their existing housing is most often not affordable.



(Table 4 Estimate Distribution of London’s Primary Rental Market by Income)

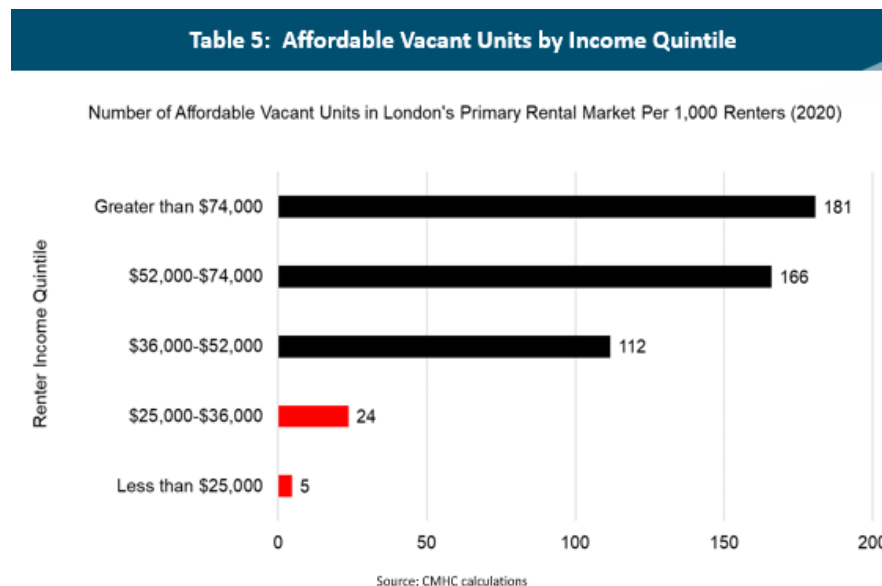
Lower income categories include persons living on fixed government incomes, seniors, youth, persons with disabilities, and populations that disproportionately experience co-occurring social, health, and employment barriers.

Those who are within these income groups and are currently seeking rental housing units, must seek either higher cost units, increasing the number of people in core housing need, or seek shared housing arrangements.

A.2 Housing Market Stock and Vacancy Challenges

The Housing Stability Action Plan (2019) reflected an estimated 3,000 unit gap in local affordable housing at the middle and lower range of the rental market. The intent was to focus new stock to the market segments and populations most in need of housing stability.

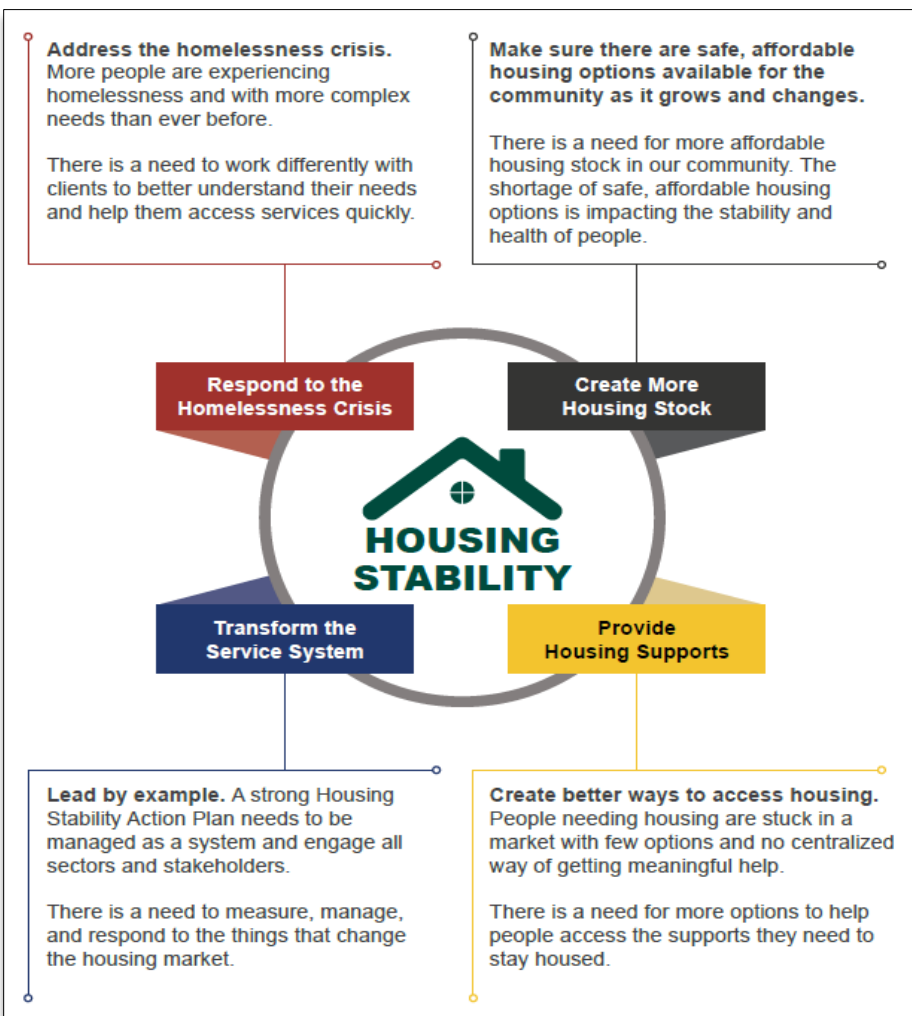
The identified need in the HSAP for 3000 units of affordable housing aligns with the market vacancies and housing needs of renters with gross earnings of up to \$52,000 per year.



(Table 5: Affordable Vacant Units by Income Quintile)

CMHC’s data reflects that, for every 1,000 renters seeking housing in the lowest income ranges (below \$36,000 gross household income), there are less than 30 units available within their affordability range. It also highlights the significant local population in core housing need due to limitations on available rental housing units that are affordable to lower income earners.

Appendix B: Housing Stability Action Plan and 2020 Update



(Reference Graphic: HSAP Strategic Action Areas)

The Housing Stability Action Plan sets a strategic vision of Housing Stability for All. Within the vision, there are four strategic areas of focus noted above. Each strategic area of focus has a goal, result, strategies, actions, and measures that will guide the work of the community now and in the future. It is important to note that these areas of focus are interconnected and must be advanced in unison to meet the objectives of the Plan.

B.1 HSAP and the COVID-19 Pandemic

Throughout the COVID-19 pandemic, the municipal housing system has and continues to provide homeless prevention, housing, and housing development services as safely as possible.

The pandemic highlighted the importance of housing stability for all Londoners given that the greatest impact of COVID-19 has been on populations that were already vulnerable, in housing crisis, in lower income employment, or within specific labour sectors. The full impact of the pandemic on the housing sector will take time to fully realize and address. The continued reporting on the HSAP will include ongoing local analysis of the housing market as these impacts are able to be better defined and addressed.

The associated recovery plans related to housing will transition from emergency level services and supports toward longer term permanent housing solutions. These will further align with other community and economic recovery plans that begin to emerge from the ongoing pandemic.

B.2 2020 Update on Strategic Area of Focus 1: Responding to Homelessness and Housing Crisis

We need to address the homelessness crisis. In London, more people are experiencing homelessness with more complex needs than ever before.

Indigenous Homelessness

In 2020, London made strides towards addressing Indigenous homelessness. In October 2020, the *Giwetashkad* Indigenous Homelessness Strategic Plan (2020-2023) was launched. The word *Giwetashkad* is an Anishnaabemowin word meaning “the circle” and describes the collaborative community-based approach through which the strategy was developed.

Since 2017, the *Giwetashkad* Advisory Committee (“the Circle”) began coming together to bring Indigenous and non-Indigenous world views together to inform London’s first Indigenous homelessness strategy.

With representation from homeless serving organizations, City of London Homeless Prevention, and Indigenous partners in the community, the Circle supported the development of the *Giwetashkad* Indigenous Homelessness Strategic Plan.

The *Giwetashkad* plan supports access to culturally appropriate housing and homelessness services for Indigenous peoples. The *Giwetashkad* Indigenous Homelessness Strategic Plan was recently endorsed in principle by Municipal Council and Civic Administration continues to work through the process of properly resourcing the plan.

Veteran Homelessness

2020 was a considerable year of achievement for London in addressing Veteran Homelessness. Since 2016, the Veteran Homelessness Advisory Committee has been gathering to better understand veteran homelessness, and more effectively utilize resources to support those experiencing homelessness.

In the Winter of 2020, Homeless Prevention adopted a data-driven and housing-focused approach to addressing veteran homelessness. In July 2020, London became the first community in Canada to achieve a Quality By Name List for Veterans, under the Built for Zero Canada program. By October 2020, London became the first community outside of the U.S. to reach Functional Zero for veterans and continues to maintain this benchmark as of April 2021.

Housing Stability Bank

The Housing Stability Bank is guided by the HSAP and the Guiding Principles of the Housing Stability Bank and operates with a responsive client-centred focus. A client-centred service approach includes fairness, respect, meeting clients’ needs and providing consistent services. The Housing Stability Bank provides financial supports to assist eligible Londoners to secure and maintain housing.

The Housing Stability Bank offers a range of services to low-income earners that include interest free loans for first and last months rental assistance, rental arrears funding, and emergency utility assistance in the form of grant, or interest free loan. An Exceptional Circumstances process is in place to assess eligibility for Londoners with income levels above the low-income threshold who demonstrate a need for the services.

In 2020/2021, \$685,000 was allocated to the Housing Stability Bank through Ontario Social Services Relief Funding to provide COVID-19 related grants. As a result of moratoriums on rental evictions the true need of this funding has not been realized at this time.

In 2020, 1,815 individuals and families were supported by the range of services that the Housing Stability Bank offers. This includes interest free loans to low-income Londoner’s to assist with housing stability during the COVID-19 Crisis.

Youth Opportunities Unlimited (YOU) Youth Shelter

Aligning with London’s Housing Stability Action Plan, the YOU Housing First shelter for youth has provided specialized interventions including: diversion from entering shelter; family reconnection; short-term emergency shelter; a priority focus on rapidly securing permanent housing with intensive in home support; and, access to service.

The 30 bed Housing First Youth Shelter opened in the summer of 2020. The shelter provides youth between the ages of 16 and 24 a safe place to sleep, eat, and shower. The Shelter supports youth by meeting their immediate needs and providing a safe and supportive environment to access housing, education, health care, employment and more. The YOU Youth Shelter allows pets which reduces barriers to accessing shelter for youth.

Coordinated Access

Coordinated Access was launched in January 2020. Coordinated Access provides supports to individuals and families experiencing, or at risk of homelessness. The team works to connect households with tailored housing supports based on their needs. The aim of Coordinated Access is to divert households from an experience of homelessness or to ensure that homelessness is resolved as quickly as possible.

Coordinated Access is a first step to ensuring that Londoners are getting connected to the right type of housing with the right type of support. Coordinated Access has engaged in community prioritization meetings, working with the community to set prioritization criteria. Prioritization criteria and matching through the Coordinated Access List ensures that we are systematically supporting priority populations and ending chronic homelessness one priority population at a time.

In 2020, Coordinated Access grew to 3 full time staff members, 2 front facing clerks and one manager overseeing the day to day operations of the program. Coordinated Access assumes 50% of the front counter space to provide in-person supports at the social service office located in the downtown core.

During its first year, Coordinated Access supported 400 new intakes of individuals and families at risk of, or experiencing, homelessness. Individuals and families were referred to Coordinated Access through various sources, including social service organizations, hospitals and corrections facilities.

Throughout the COVID 19 pandemic in 2020, Coordinated Access connected at risk and susceptible populations to the appropriate COVID 19 response sites in combination with public health guidelines and has supported discharge planning for facilities in active outbreaks including London Health Science Centre and emergency shelter operations.

Housing Support Programs

In the fall of 2020, Homeless Prevention implemented three new housing support programs aimed at supporting people with low or moderate support needs to secure and maintain housing. These programs compliment the seven existing Housing First programs which provide housing supports for people with high support needs.

The programs are offered through four organizations and are structured to ensure that there is support in place for both the program participant and the landlord.

- Rent Stability – A program aimed at providing supports for households with low support needs.
- Rapid Rehousing – A program aimed at providing supports for households with moderate support needs.
- Housing Identification Program – A housing program that supports participants of the Rent Stability and Rapid Rehousing programs to secure housing and provides ongoing landlord supports.

Head Lease Program

The Head Lease Program is a new and innovative approach that provides participants with a supportive transitional housing opportunity with supports aimed at life skills development and housing stability. In 2020, Council approved a Standard Form Occupancy Agreement and a Standard for Lease Agreement for a pilot program of up to 25 units.

This approach creates a supportive transitional housing opportunity for those who have immediate barriers to accessing permanent housing. The City enters into lease agreements with landlords. Individuals and families who are matched with housing support programs through Coordinated Access may be matched to these units based on their housing and support plans. Housing support programs will work with program

participants residing in head lease units to move towards housing stability, including attaining permanent housing.

Coordinated Informed Response (CIR)

The Coordinated Informed Response reflects the work of a coordinated cross-functional team providing a caring and compassionate response to the unpredictable and disruptive behaviours of unsheltered individuals related to experiencing in the moment crisis.

The knowledge gained through the Coordinated Informed Response will be applied so to adapt the strategies and actions to strengthen the community with a focus on building a better London for all.

The Response partners include: Atlohsa, Corporate Security, Homeless Prevention, London Cares, London Police Services, Municipal Law Enforcement, Parks, Roads and Service London.

This collaborative Response links to the City of London's Strategic Plan, the London Plan, the Homeless Prevention and Housing Plan, and the Mental Health and Addiction Strategy. Links to community plans and initiatives include the Community Drug and Alcohol Strategy, London for All initiative and other related activities such as the proposed Core Area Action Plan initiative.

During the pandemic, many traditional supports for unsheltered homeless individuals were no longer accessible. CIR supported the community with providing basic needs including adding 26 Comfort Stations to identified high need areas throughout the Core Area.

With the need to socially distant, shelters needed to relocate large portions of their occupancy, businesses needed to close their doors to sit-in services and moved to take out only, benches were removed from public spaces; creating very few places for unsheltered individuals to come in out of the cold.

In response to there being fewer options for unsheltered individuals to get out of the cold during the winter months, Civic Administration moved to create a City of London Winter Response. It was a two-pronged approach with two coffee house day spaces and two over night pop up shelters.

The Coordinated Informed Response Outreach teams were able to direct refer individuals to the Resting Spaces for day and overnight supports. This project had the capacity to shelter 62 individuals overnight and an additional 60 individuals at day spaces. A total of 75 individuals accessed overnight spaces in 2020/2021.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- In August, the Royal Canadian Legion partnered with the Italian Seniors Project at 1090 Hamilton Road, offering 12 affordable housing units specific to veterans. By October 2020, London became the first community outside of the U.S. to reach Functional Zero for veterans and continues to maintain this benchmark as of April 2021.
- With representation from homeless serving organizations, City of London Homeless Prevention, and Indigenous partners in the community, the Circle supported the development of the Giwetashkad Indigenous Homelessness Strategic Plan. The Giwetashkad Indigenous Homelessness Strategic Plan is currently in the process of being endorsed by City Council, with resource supports from the City of London Homeless Prevention.
- In January, London's Coordinated Access system launched, creating a single front-door for any individuals experiencing homelessness, including homeless veterans, allowing for the quick same-day identification and confirmation of possible veterans.
- In February, Homeless Prevention and London's homeless serving programs established London's homelessness Prioritization Criteria, which prioritized veterans and Indigenous individuals among others.

- In 2020 alone, the YOU Youth Shelter was able to support 119 unique individuals. Of those individuals, 21 were able to move from shelter to housing.
- One unit was secured for the Head Lease program with other units in progress to be secured in 2021.
- In July, London became the first community in Canada to achieve a Quality By Name List for Veterans, under the Built for Zero Canada program. This milestone represented a level of data quality in London on its Indigenous vets and served as the working document with which Homeless Prevention and its partners began decreasing veteran homelessness.
- The new housing support programs successfully housed 46 people.
- 15 day and 15 night additional Resting Spaces were introduced in community in 2020 through London Cares.
- Coordinated Access has a 46% successful diversion and prevention rate. This means that households were able to avoid an emergency shelter stay through connection to alternate supports and services.

Total number of Actions within this Strategic Area of Focus = 30
14 completed and ongoing, 12 In Progress, 4 Future Target

B.3 2020 Update on Strategic Area of Focus 2: Creating More Housing Stock

We need far more affordable housing stock in our community. The shortage of safe, affordable housing options is impacting the stability and health of people across our community.

This section primarily focuses on the alignment of initiatives related to the development of new affordable housing stock and is highlighted to inform Council as the sole shareholder of the Housing Development Corporation, London (HDC) of the activities and actions of HDC to advance and deliver these initiatives.

In 2020, Council approved restructuring plans, including the insertion of HDC into Civic Administration within the broader interest to better align work and resources dedicated to the HSAP and the various business areas that touch municipal housing services.

Throughout 2020, HDC continued to actively work with community partners, all governments, and the City's "SWOT team" (see App. B.4.2) to prioritize urgent housing initiatives.

Through an HDC Request for Proposal procurement process, the following two affordable housing developments were completed by not-for-profit HDC Rostered Partners which resulted in a total of 95 new affordable rental housing units being brought into stock in 2020:

- 1045 Dundas Street, London Affordable Housing Foundation (LAHF) for 41 units; and
- 1090 Hamilton Road, Italian Seniors Project (ISP) for 54 units

HDC continues to work on prioritized urgent housing sites at 122 Base Line Road West, 403 Thompson Road, 18 Elm Street, and 1958 Duluth Crescent and proposed development on City-owned lands at 345 Sylvan Street.

The following are updates to these affordable housing developments:

122 Base Line Road West

This 4-storey development will consist of 61 units, including 41 one-bedrooms, 16 two-bedrooms, and 4 three-bedroom units. The building will be built using prefabricated modular panelized construction methods led by EllisDon.

Design of the development site and building incorporate universal accessibility features and 100% of the residential units will be built to Ontario Building Code (OBC) accessibility standards for multi-residential housing.

The building features offices for a building manager and support services staff; an accessible tenant-use laundry room, a multi-purpose amenity room and an accessible

washroom. There will be secured bicycle storage that includes charging stations for personal mobility equipment.

Site amenities include outdoor leisure seating areas, a pavilion, and active recreation areas for tenant-use.

In 2020, HDC successfully rezoned the lands to provide for higher density in order to deliver more affordable units. The City of London received \$7.5M in federal grant funding under the CMHC Rapid Housing Initiative (RHI) as part of an allocation to major urban cities, which is currently supporting the development of this site. Additional investments include provincial and municipal capital funding allocations to create a fully sustainable project. The City is aligning units to future tenants using the coordinated access list to house individuals and families in urgent housing need. Targeted occupancy is December 31, 2021.



(Picture of rendering for 122 Base Line Road West)

403 Thompson Road

The assessment and due diligence activities in 2020 related to land use planning resulted in HDC receiving zoning approval to advance a 4-storey multi-residential affordable housing development, including 44 bachelor-style units. The modular building plan will be designed to incorporate universal accessibility features and 100% of units to accessibility standards for multi-residential housing.

Pre-development activities at 403 Thompson Rd., and the recent successful rezoning of the site allow for ongoing work to prepare for construction of the proposed new affordable rental apartment building.

The development will retain mature trees where possible and offer similar features and amenities to those provided at 122 Baseline. Work continues both on the building plans and the plans to match units and services to individuals with urgent housing needs.



(Picture of rendering for 403 Thompson Road)

345 Sylvan Street

The City of London purchased the property at 345 Sylvan Street, a former group home for youth. The initial intention was to use the site to provide a stabilization space for Londoners in need. While such spaces remain needed, the City and HDC staff have realigned the use of these lands to provide more urgent affordable multi-residential rental housing. 2020 planning work has resulted in a zoning application advanced for the site to support a three-storey apartment building consisting of 42 new one-bedroom affordable units.



(Picture of rendering for 345 Sylvan)

18 Elm Street

With City of London acknowledgement, HDC purchased the surplus school property (former the Holy Cross Elementary School) in 2020 and began work to prepare the site for two municipal interests: affordable housing and parkland. Collaborative work continues related to land use and site planning to deliver on these municipal interests.

1958 Duluth

HDC purchased the former St. Robert Elementary School in 2020 and began work to prepare the site for municipal interests related to affordable housing and parkland. The former school building was demolished in December 2020 and staff work continues on concept plans, potential partnerships, and other considerations that will be brought forward for further consideration in 2021.

London Middlesex Community Housing (LMCH) Regeneration

In 2020, HDC supported LMCH's assessment of townhouse sites to establish the readiness, suitability, and priority of each related to their corporate regeneration/re-imagining plans. HDC's site-by-site analysis of the portfolio was based on newly established metrics for regeneration that are adaptable to other municipal regeneration activities and aligned with local plans. These included reviews of the site's consistency (with surrounding community and local plans), capacity (to accommodate regeneration activities), compatibility (between visioning potential and related neighbourhood place types and vision), connectivity (to municipal and community infrastructure and services), complexity (of development) and cooperation (related to coordinated and collaborative efforts that may be needed to advance plans).

In 2020, these planning metrics were accepted by the LMCH Board and in combination with other site selection criteria developed by LMCH, identified three preliminary sites (Allan Rush, Limberlost and Southdale) for further consideration.

On December 17th, 2020, the Board of Directors of LMCH identified Southdale as the most viable location to start regeneration activities which now are continuing through LMCH directly and with the City as shareholder, Service Manager, and holder of the related capital budget.

Additional Activities:

In addition to the above, Civic Administration's Housing Services area established a Capital Repair and Improvement Program to provide social housing providers the opportunity to access capital funding through a centralized application process to address:

- Life safety, structural integrity, or legislative requirements;
- Long-term financial sustainability;
- Accessibility; and
- Energy savings and long-term resiliency.

Each year, Housing Services engages social housing providers to submit Capital Repair and Improvement Program applications for review and evaluation. Housing Services supported 5 social housing providers in accessing approximately \$1.9 million towards capital repairs.

2020 Key Accomplishments

The following is a list of achievements in 2020 related to this strategic area of focus. This section also constitutes part of the HDC 2020 update to Council as sole shareholder.

In 2020, accomplishments related to new development:

- Approved 165 new affordable units for development
- Achieved the first ever “in perpetuity” Bonusing Agreement for 12 units (securing there affordable units for a period of 50 years).
- Advanced development of a 61-unit Rapid Housing Initiative (RHI) prefabricated panelized modular housing project at 122 Base Line Road West, with \$7.5 million in grant funding received from CMHC through their RHI funding. Target completion date is Dec. 31, 2021.
- Supported 72 new affordable units by Indwell Community Developments at 744 Dundas through a specialized housing model – focused on housing designed and operated to support housing and related health, wellness, belonging, and stability needs of tenants.
- Purchased 2 surplus school sites, advanced demolition of the former school buildings and initiated planning to provide for the future development of new affordable housing stock.
- Supported HDC Rostered Partners in their affordable housing development funding applications which resulted in receiving \$24.3 million of government funding and additional affordable housing stock being developed in our community.
- Navigated and stacked four government funding programs to support new affordable housing developments.
- Established eight new HDC Rostered Partner agreements that may result in future affordable developments.
- Retained 24 sector/industry leader Agreements with engaged HDC Rostered Partners.
- Advanced plans for municipal investment of \$7,841,746 - leveraging an additional \$16,388,353 million in other government funding.
- Submitted planning applications related to three urgent housing sites for a total of 128 new units on municipal lands.
- HDC and City staff worked as a new enterprise-wide (SWOT) team to advance priority housing developments.

2020 Affordable Housing Development Updates:

Address	Affordable Units	Market Units	Total Units	Year Approved	Status
516 Albert St., Strathroy 1822039 Ontario Ltd.	27	4	31	2016	Completed and renting in 2018
27 Centre St. Escalade Property Corp.	46	15	61	2016	Completed and renting in 2018
356 Dundas St Indwell Community Homes	50	19	69	2016	Completed and renting in 2019
770 Whetter Ave. Homes Unlimited Inc.	50	4	54	2017	Completed and renting in 2019
45 Centre St. Escalade Property Corp.	45	37	82	2017	Projected completion in 2021
1045 Dundas St. London Affordable Housing Foundation	41	0	41	2018	Completed and renting in 2020
1090 Hamilton Rd. Italian Seniors Project	54	6	60	2018	Completed and renting in 2020
440 Clarke Rd. Zerin Development Corp.	33	32	65	2019	Projected completion in 2021
329-331 Richmond St. Youth Opportunities Unlimited	35	0	35	2019	Projected completion in 2021
744 Dundas Street Indwell Community Homes	72	0	72	2020	Projected completion in 2022

122 Base Line Road West HDC	61	0	61	2020	Projected completion December 31, 2021
403 Thompson Road HDC	44	0	44	Pending	Zoning approved April 2021; advancing plans to Site Plan Approval Q2-2021
345 Sylvan Street City of London,	42	0	42	Pending	Zoning appealed April 2021; continuing to advance plans to Site Plan Approval Q2-2021
18 Elm Street HDC	TBD			Pending	Projected completion TBD
1958 Duluth Crescent HDC	TBD			Pending	Projected completion TBD
Total	550*	117**	717		

* In addition, HDC had inherited 226-230 Dundas St., 193 Clarke Road and 534 Albert St., Strathroy.

** Market units are rented at or slightly above the average rent. They maintain a relative affordability and help fund lower rents within the associated project.

Total number of Actions within this Strategic Area of Focus = 40
19 completed and ongoing, 8 In Progress, 13 Future Target

B.4 2020 Update on Strategic Area of Focus 3: Provide Housing Supports

Londoners need supports to find housing and stay housed.

Housing with supports is key to recovery for many marginalized populations. Having a place to call home means a better quality of life and success in life stabilization. Housing with appropriate supports improves the success outcomes of individuals.

Housing Stability Table

The Housing Stability Table is a new partnership-based approach with the Canadian Mental Health Association, Elgin-Middlesex (CMHA) which provides a case management venue for community agencies, housing providers and residents to come together to save high-risk tenancies within the social housing community in London-Middlesex. The Housing Stability Table focuses on combining each local agency's strengths and resources to better serve the social housing community, minimize harm and disruption and prevent evictions.

The Housing Stability Table is established with the following framework:

- Vision: Innovative, compassionate and community-based connections for the safety and well-being of the social housing community;
- Mission: Proactive intervention by community leaders in the pursuit of timely access to support services in an effort to save vulnerable tenancies;
- Values: Connection, compassion, community, respect, dignity, stability and housing as a basic human right

This partnership provides housing providers an opportunity to refer tenants that are at a high risk of eviction to additional support services in an effort to stabilize their tenancy which may include:

- Housing Advocacy – To provide services to improve and stabilize housing situations and prevent evictions;
- Additional Supports and Referrals – Mental Health and Addiction services, counselling, personal care support, hoarding concerns, etc.;
- Guest Management Concerns – Unwanted guests or guests that are contributing to putting a tenancy at risk; and
- Landlord Consultation – Providing support directly to landlord's with high risk tenancies.

Through this partnership with CMHA, the Housing Stability Table will be a focused discussion where participants collaboratively identify situations where a household

currently living in social housing is at high-risk for losing their tenancy due to complex mental health challenges.

Once a situation is identified, CMHA will coordinate a joint-response among all participating agencies and community members to connect individuals and households to the appropriate and effective supports in a timely manner.

Canada-Ontario Housing Benefit (COHB)

The COHB is a jointly funded federal-provincial housing benefit program that was launched in April 2020 and locally administered and delivered by Housing Services. The purpose of the COHB program is to increase the affordability of rental housing by providing an income-tested, portable housing benefit payment directly to eligible households in housing need.

The COHB is a portable monthly housing subsidy provided directly to low-income households to assist with housing costs and allowing the monthly housing subsidy to move with households within Ontario. As a result, recipients have more flexibility to choose where they live to be closer to family, social support networks, schools, and employment opportunities.

Community Housing Bridge Program

The Community Housing Bridge Program (CHBP) is a new initiative to support households' housing stability who would otherwise face affordability challenges while they wait for an offer of social housing.

The CHBP is a portable housing subsidy that is available to households that are currently on the social housing waitlist. The portable housing subsidy is provided directly to recipients which allows the household a greater choice in where they live, while they remain eligible on the waitlist for social housing.

Housing with Supports London Middlesex Community Housing (LMCH) Pilot

A LMCH partnership lead initiative which involved Housing Services, Homeless Prevention, and Community Housing Stability Agencies to provide coordinated housing, mental health, employment, and social supports to residents of LMCH. The pilot focused on supporting the most vulnerable tenants with housing as a foundation where tenants and community partners are empowered to create a home that promotes healthy and safe communities. The pilot includes coordinated community supports such as designated housing stability works, on-site community programs with a focus on mental health, medical supports, community engagement, and basic needs.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- The Housing Stability Table was formalized in Q4 of 2020 which resulted in 11 household referrals and 8 households participating in receiving support services
- 377 households approved for COHB with an average monthly subsidy of \$515
- 47 households approved with an average monthly subsidy of \$176
- 20 households supported through the LMCH pilot

Total number of Actions within this Strategic Area of Focus = 32
16 completed, 4 In Progress, 12 Future Target

B.5 2020 Update on Strategic Area of Focus 4: Transform the Service System

The system needs to be easier to navigate

The Housing System needs to be a coordinated and integrated system that is easy for individuals and families to access the services and supports they need.

Over the course of 2020, new internal structures were implemented to align work related to housing services across municipal service offices and business units. These informal structures both informed the needs related to structural and business change and supported the urgent work noted within other sections of this report.

Internally there were two tables that will continue to evolve over 2021 as additional structural changes are finalized:

1. Municipal Housing Strategy Team (MHST)

The MHST is a City/HDC/LMCH cross-functional table that ensures a common understanding of housing related strategy, policy, and business priorities. It also provides a mechanism for coordination and collaboration related to priority business within the Housing Stability for All Plan as well as other aligned municipal plans.

The MHST provides a regular mechanism related to the planning and delivery of housing services, both as Service Manager as well as within City specific services. The MHST provides key stakeholders an opportunity to connect, share and discuss housing-related initiatives and challenges and to structure working groups related to specific initiatives.

2. Strengths Weaknesses/Needs Opportunities and Threats/Risks (SWOT) Team

The SWOT team was established as a table of technical leads and experts related to the broad range of municipal services that are involved in advancing housing developments. The work is within the existing authorities and permissions of various areas of the City's Civic Administration related to building, planning, parks, finance, legal, and environmental services. The function of the team is to advance urgent housing, including the projects related to the CMHC Rapid Housing Initiative (RHI).

Under this structure and with the support of senior City staff, the SWOT Team prioritized the municipal development interests at 122 Baseline Road for expedited services. In addition, the planning and readiness of 345 Sylvan St and 403 Thompson Rd, and consideration for future developments at 18 Elm Street and 1958 Duluth are within the initial priorities of the Team.

These internal teams will continue to evolve and formalize to support community-based development plans aligned directly in support of the City's urgent housing needs.

In addition to these, community engagement continued through 2020 with other local networks. This included:

Social Housing Operational Advisory Committee (SHOAC)

SHOAC is an on-going housing provider stakeholder committee that meets regularly throughout the year to discuss and provide input on social housing operational and policy-related issues, as well as share any concerns of their residents and housing sector networks. SHOAC was a particularly valuable resource this year as the housing sector managed the many impacts of COVID-19, Housing Services Act regulatory changes, and resident's confusion related to: 1 offer of Housing Rule, Rent-Geared to Income Minimum Rent calculation, Annual Eligibility Reviews, Rent Freeze, Moratorium on Evictions, and COVID-19 related government payments.

Shared Consent

Moving towards building an integrated Human Service delivery model, many City Human Service areas have explored the opportunity to utilize a shared consent for individuals and families that access multiple human services. As a result, Social Services, Housing Services and Homeless Prevention have developed shared consent tools to better support individual and families access the support services needed and produce greater efficiency and a more streamlined client path to accessing supports.

Established a Housing Quarterly Report

A regular Housing Quarterly report was established to provide Council and the community with regular proactive updates on all housing activities across the various City service areas (including Housing Development Corporation and London Middlesex Community Housing). These quarterly reports to Council and the community focused on building a greater understanding of issues, complexities of current service realities and also demonstrate the growing and much needed connectivity between all housing and homeless prevention services to create better outcomes and resolutions for those most in need.

Housing Consortium Initiative (HCI)

The City of London, along with 7 other Housing Service Managers, continue to be active

member of a joint venture in the development of a housing administration technology platform. This new system will provide Housing Services with the necessary technology to administer housing activities more effectively and efficiently, including streamlining program delivery, improving data collection and report capabilities, and facilitating a more proactive approach to program administration.

Homeless Individuals and Families Information System (HIFIS)

The Homeless Management Information System used by the City of London and participating organizations is Government of Canada's Homeless Individuals and Families Information System.

HIFIS aims to provide immediate information regarding individuals and families experiencing homelessness and engaged in services provided by homeless serving programs in London, including the City of London. Information is only shared through the informed consent of the participant. By working together and sharing information, organizations can better understand homelessness, improve services, and reduce and prevent homelessness in London.

Coordinated Access

In 2020, the shift to a Coordinated Access model created a single point of access at the City for individuals and families at risk of, or experiencing, homelessness in London. Coordinated Access supports individuals and families to access the services and supports based on their needs. Individuals and families are supported through Coordinated Access to access services and supports based on their needs, including matching to available housing support programs through London's Coordinated Access List.

In 2020, Coordinated Access formed partnerships with the health and justice sectors, including hospitals, jail and probation. An example collaboration is the No Fixed Address program (NFA), a partnership between the City of London's Coordinated Access system, Youth Opportunities Unlimited and the Canadian Mental Health Association.

NFA provides support for youth and adults accessing inpatient mental health support at the Victoria and Parkwood campuses of London Health Sciences Centre. The purpose of both programs is to stop the cycle between hospital admissions and homelessness by providing financial and housing support to patients who would otherwise be discharged into homelessness.

COVID-19 Response

A community response was activated quickly to respond to COVID-19 through provincial and federal funding. Hotel rooms were secured to provide additional spaces in the system. This allowed for distancing in emergency shelters and to have space to support individuals who would be at an elevated risk if they were to contract COVID-19. Spaces were also used to support a system response that included monitoring and isolation spaces for individuals experiencing homelessness who screened positive or received a positive COVID-19 test. There were no COVID-19 outbreaks in London's emergency shelters in 2020.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- The Municipal Housing Strategy Team meets monthly
- The SWOT Team meets monthly on prioritized affordable housing sites
- SHOAC generally meets bi-monthly however this frequency was increased to weekly at the beginning of the pandemic. Through the leadership of SHOAC members, Housing Services issuing 8 COVID-19 specific Housing Sector communications
- 4 Housing Quarterly Reports have been presented to Community and Protective Services Committee and Council
- 55 actions were completed with work still ongoing in 2020
- 100% of all federal and provincial funding was secured for programs and initiatives

Total number of Actions within this Strategic Area of Focus = 16
8 Completed, 3 In Progress, 5 Future Target

Appendix C: Housing Stability Action Plan Implementation Tracker Update 2019-2021

Strategic Area of Focus 1: Respond to the Homelessness Crisis.

Strategic Initiative	Actions	Key Measures	2020 YTD	Status
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.a. Triage and prioritize people system-wide to support effective and efficient use of system resources.	# of households matched to housing support programs.	573	In progress
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	# of public consultations and engagements with diverse local communities, including those with lived and/or living experience	1	In progress
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	# of programs participating in coordinated access practice	47	Completed and ongoing
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	Average time between coordinated entry, assessment, referral, and placement	65.75	Completed and ongoing
1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.a. Increase integration with outreach agencies and City service areas.	# of agencies and City service areas engaged	19	Completed and ongoing
1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.b. Engage partners in the Coordinated Informed Response, including those with lived and/or living experience.	# of partners engaged	2	In progress
1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.c. Move the Coordinated Informed Response from a pilot to a permanent program to rapidly house individuals and families experiencing unsheltered homelessness.	# of individuals and families housed	29	In progress
1.3 Provide the right level of support at the right time to decrease the use of	1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability	# of support workers in the housing stability system	40	In progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
emergency services.		needs of individuals and families in crisis.			
1.3	Provide the right level of support at the right time to decrease the use of emergency services.	1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.	# of agencies who provide supports	9	Completed and ongoing
1.3	Provide the right level of support at the right time to decrease the use of emergency services.	1.3.b. Work with London Police Service and Emergency Medical Services to establish an engagement protocol to support individuals experiencing unsheltered homelessness.	# of protocols established with London Police Service and Emergency Medical Services	2	Completed and ongoing
1.3	Provide the right level of support at the right time to decrease the use of emergency services.	1.3.c. Increase supports located within other sectors to prevent discharge to shelter or homelessness.	# of housing finder positions supporting health, education, and justice discharge processes	2	In progress
1.3	Provide the right level of support at the right time to decrease the use of emergency services.	1.3.c. Increase supports located within other sectors to prevent discharge to shelter or homelessness.	# of individuals diverted from being discharged into homelessness	46%	Completed and ongoing
1.4	Prevent individuals and families from entering homelessness.	1.4.a. Improve diversion practices to better assist individuals and families to secure housing.	# of individuals and families diverted from homelessness	45.23%	Completed and ongoing
1.4	Prevent individuals and families from entering homelessness.	1.4.a. Improve diversion practices to better assist individuals and families to secure housing.	# of individuals and families rapidly rehoused within 60 days	53%	Completed and ongoing
1.4	Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of evictions prevented	447	In Progress
1.4	Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of households connected to the Housing Stability Table	11	In Progress
1.4	Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of individuals and families who remain housed	880 (529 adults and 351 children)	In Progress
1.4	Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering	# of individuals and families rapidly rehoused	325	In Progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
		homelessness.			
1.4	Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of housing finder positions supporting health, education, and justice discharge processes	2	In Progress
1.4	Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of individuals and families diverted from being discharged into homelessness	46%	Completed and ongoing
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.a. Implement unique opportunities to support rapid rehousing options.	# of opportunities available (e.g. headleases, long-term motel stays, etc.)	1	In progress
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.b. Strengthen the current housing finder role.	# of housing finder positions	13	Completed and ongoing
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.b. Strengthen the current housing finder role.	# of individuals and families housed by housing programs	290	In progress
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.	# of landlords engaged	5	Completed and ongoing
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.	# of rental opportunities available	77	Completed and ongoing
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.d. Provide financial supports to assist individuals to secure housing.	# of housing allowances provided	215	Completed and ongoing
1.5	House and re-house individuals and families experiencing homelessness rapidly.	1.5.d. Provide financial supports to assist individuals to secure housing.	# of individuals and families assisted through the Housing Stability Bank	1815	Completed and ongoing

Strategic Area of Focus 2: Create More Housing Stock

Strategic Initiative	Actions	Key Measures	2020 YTD	Status
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of surplus municipal lands acquired		In Progress
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of surplus school sites acquired	2	Completed and Ongoing
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of affordable housing and modest market units	61	Completed and Ongoing
2.1 Retain existing and create new affordable housing stock.	2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.	# of agreements established for affordable housing using municipal policies and permissions	3	Completed and Ongoing
2.1 Retain existing and create new affordable housing stock.	2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.	# of private market units advanced for affordable housing through new municipal tools	32	Completed and Ongoing
2.1 Retain existing and create new affordable housing stock.	2.1.e. Explore opportunities to stimulate new affordable housing through government legislation.*	# of new affordable units created	133	Completed and Ongoing
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of plans approved for regeneration		In Progress
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of site plans advanced for regeneration		In Progress
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of social housing providers engaged in and advancing regeneration plans		In Progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
2.2	Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of new community housing units developed		In Progress
2.2	Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of affordable housing units created through regeneration		In Progress
2.2	Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.*	# of official plan and zoning amendments to allow for appropriate intensification of housing regeneration sites		In Progress
2.2	Revitalize and modernize community housing.	2.2.b. Leverage funding available from all levels of government to maximize the number and affordability of new community housing units.*	\$ from other sources of funding	\$28.5M	Completed and Ongoing
2.2	Revitalize and modernize community housing.	2.2.b. Leverage funding available from all levels of government to maximize the number and affordability of new community housing units.*	% of depth of affordability	65%	Completed and Ongoing
2.2	Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	\$ amount allocated to fund capital planning	80% of capital funding allocated or targeted	In Progress
2.2	Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	# of units supported	500 units supported	Completed and Ongoing
2.2	Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	% decrease in the Facility Condition Index	15+%change in FCI	Completed and Ongoing
2.2	Revitalize and modernize community housing.	2.2.d. Help housing providers find ways of reducing operating costs through improved energy efficiency.*	# of housing providers engaged	64	Completed and Ongoing
2.2	Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors.*	# of annual meetings held with agency Boards of Directors yearly to support their continued governance	10 Meetings	Completed and Ongoing

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
2.3	Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of strategic partnerships established	2	Completed and Ongoing
2.3	Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of projects advanced	2	Completed and Ongoing
2.3	Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of new supportive and specialized housing units created	72	Completed and Ongoing
2.3	Increase supportive and specialized housing options.	2.3.b. Work across sectors and systems to create supportive housing solutions for individuals and families at risk of or experiencing homelessness.	# of housing solutions implemented	1	Completed and Ongoing
2.4	Attract new and engage current partners towards affordable housing solutions.	2.4.a. Establish a network of sector leaders to develop new models of affordable housing.*	# of sector and/or industry leaders engaged	24	Completed and Ongoing
2.4	Attract new and engage current partners towards affordable housing solutions.	2.4.b. Combine government programs and funding to create new affordable housing supply.*	# of government programs leveraged	4	Completed and Ongoing
2.4	Attract new and engage current partners towards affordable housing solutions.	2.4.b. Combine government programs and funding to create new affordable housing supply.*	# of developments advanced through stacking funding	2	Completed and Ongoing
2.4	Attract new and engage current partners towards affordable housing solutions.	2.4.d. Support the non-profit sector in the creation of new affordable housing.*	# of non-profit housing corporations and co-operatives engaged	3	Completed and Ongoing

Strategic Area of Focus 3: Provide Housing Supports

Strategic Initiative	Actions	Metrics	2020 YTD	Status
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.a. Implement a centralized access system to assist individuals and families to meet their housing stability needs.*	# of tools and resources available to support individuals and families	1	Completed and Ongoing
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.b. Implement a rapid housing program to support local priority populations.	# of housing supplements provided	1	Completed and Ongoing
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.c. Implement a person-centred housing stability needs assessment to quickly and effectively serve individuals and families.*	Develop a new housing assessment and readiness tool	1	Completed and Ongoing
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.a. Re-engage relevant sectors to assist individuals who present with physical health, mental health, addictions, and trauma.	# of agreements established with mental health, physical health, and addictions service providers	1	Completed and Ongoing
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.b. Strengthen partnerships with the health sector to provide opportunities for continuity of care in community.	# of partnerships with the health sector	5	Completed and Ongoing
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.b. Strengthen partnerships with the health sector to provide opportunities for continuity of care in community.	# of providers engaged in the housing with supports model of care	2	In progress
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals.*	# of supplements provided	638	Completed and Ongoing
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals.*	# of agencies who provide supports	9	Completed and ongoing
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals.*	# of facilitated housing transitions	50%	In progress

Strategic Initiative	Actions	Metrics	2020 YTD	Status
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals.*	# of subsidized units	50%	In progress
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice.*	# of policies and practices implemented	2	Completed and Ongoing
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice.*	# of supports available to housing providers	1	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.a. Provide education and supports for landlords and tenants to improve housing stability.*	# of tenancy skills courses delivered to the community	1	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.a. Provide education and supports for landlords and tenants to improve housing stability.*	# of development opportunities offered to the housing provider community	2	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.b. Develop and implement an eviction prevention strategy to support housing stability.*	# of evictions prevented	8	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.c. Implement additional housing stability programs that meet the needs of individuals and families.*	# of programs across the housing stability system	2	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.c. Implement additional housing stability programs that meet the needs of individuals and families.*	# of new units made available for rapid rehousing purposes	150	Completed and Ongoing
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.d. Work with community housing providers to support housing stability.	# of women and children supported through the Housing First portfolio in the Violence Against Women sector	50	In Progress

Strategic Area of Focus 4: Transform the Service System

Strategic Initiative	Actions	Metrics	2020 YTD	Status
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.a. Articulate a clear vision for the delivery of housing stability for all.*	# of communication materials developed that articulate the housing stability system	4	Completed and Ongoing
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.d. Align existing priority lists and services within the housing stability system.*	# of priority lists aligned	1	In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.e. Maximize provincial and federal funding to meet agreement requirements and to enhance housing stability.	provincial and federal funding secured	100%	Completed and Ongoing
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.2.b. Investigate evidence-based models and practices and determine their suitability to London.	# of evidence-based models and practices implemented		In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.2.c. Evaluate progress and report annually on housing stability efforts and metrics.*	# of Housing Stability Action Plan actions completed	55 actions or 47%	In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.2.d. Establish cross-functional teams that monitor changes to the housing market and determine the needs of priority populations.*	# of enterprise wide support services	6	Completed and Ongoing
4.3 Be a local and national leader in housing stability.	4.3.a. Ensure municipal council has strong information from committees and community networks and other mechanisms to support housing stability.	# of committees and community networks were engaged with providing housing stability related information to Council	7	Completed and Ongoing
4.3 Be a local and national leader in housing stability.	4.3.b. Participate in provincial and national initiatives to solve homelessness.	# of provincial initiatives participated in	4	Completed and Ongoing

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
4.3	Be a local and national leader in housing stability.	4.3.b. Participate in provincial and national initiatives to solve homelessness.	# of national initiatives participated in	3	Completed and Ongoing
4.3	Be a local and national leader in housing stability.	4.3.c. Share results through reports, community engagement, education, and training opportunities.*	# of communication materials developed that articulate the housing stability system	4	Completed and Ongoing
4.3	Be a local and national leader in housing stability.	4.3.d. Engage individuals with lived experience and foster opportunities for peer support in the community.*	# of individuals with lived experience engaged		Future Target
4.3	Be a local and national leader in housing stability.	4.3.d. Engage individuals with lived experience and foster opportunities for peer support in the community.*	# of opportunities for individuals with lived experience to participate in the system	3	Completed and Ongoing
4.3	Be a local and national leader in housing stability.	4.3.e. Raise awareness of housing stability initiatives and efforts in the community.*	# of outreach and awareness events held		Future Target

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone, City Manager
Subject: London Hydro Inc. 2020 Annual General Meeting of the Shareholder Annual Resolutions
Date: June 23, 2021

Recommendation

That, on the recommendation of the City Manager, the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.” BE INTRODUCED at the Municipal Council meeting to be held July, 6, 2021.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

June 9, 2020 – Strategic Priorities Policy Committee – Item # 3.3

1.2 May 25, 2021 – Municipal Council Resolution

At its meeting held May 25, 2021, Municipal Council resolved:

“That the following actions be taken with respect to the 2020 Annual General Meeting of the Shareholder for London Hydro Inc.:

- a) the 2020 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 23, 2021, for the purpose of receiving the report from the Board of Directors of London Hydro Inc. in accordance with the Shareholder Declaration and the *Business Corporations Act, R.S.O. 1990, c. B.16*; and
- b) the City Clerk BE DIRECTED to provide notice of the 2020 Annual Meeting to the Board of Directors for London Hydro Inc. and to invite the Chair of the Board and the Chief Executive Officer of London Hydro Inc. to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 28, 2021, from G. Valente, Chair, Board of Directors, London Hydro Inc., with respect to this matter.”

2.0 Discussion and Considerations

2.1 2020 Annual General Meeting

London Hydro Inc. is a corporation with share capital incorporated under the *Business Corporations Act, R.S.O. 1990 c. B.16*. London Hydro Inc. is managed by a Board of Directors appointed by The Corporation of the City of London as the sole shareholder.

The attached By-law (Appendix “A”) includes the Annual Resolutions of the Shareholder of London Hydro Inc. (Schedule “1”) which addresses the following matters that are required to be dealt with at an Annual Meeting as required by the Shareholder’s Declaration and the *Business Corporations Act*.

- a) receipt of the 2020 audited financial statements;
- b) appointment of the Auditor; and,
- c) election of the director.

2.2 Directors Requiring Election

The election of two (2) Third Class Directors is required, as the term for Marilyn Sinclair and Andrew Hrymak has ended. London Hydro advised the Mayor's Office by a letter dated April 28, 2021 that Ms. Sinclair has announced her retirement from the Board and is therefore not seeking reelection to the Board. It is noted Mr. Hrymak was first appointed to the Board in 2019. In the April 28, 2021 letter, London Hydro also indicated that they will be submitting at the Annual General Meeting, with recommended nominations to fill the two (2) Third Class Directors. London Hydro advised the City Clerk's Office on June 14, 2021 that London Hydro is recommending that Mr. Hrymak be elected to the Board for another term. No recommendation was submitted with respect a candidate to fill the vacancy with respect to the retirement of Ms. Sinclair.

The attached proposed by-law, which includes the Annual Resolutions of the Shareholder, does not include names of individuals for election as Third Class Directors at this time and will be amended to reflect the decision of the Shareholder with respect to that matter.

The Shareholders Declaration does not limit the number of terms that a Director may serve.

Conclusion

It is recommended that the attached proposed by-law (Appendix "A") entitled "A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc." BE INTRODUCED at the Municipal Council meeting to be held July 6, 2021.

Prepared and Submitted by: Cathy Saunders, City Clerk
Recommended by: Lynne Livingstone, City Manager

APPENDIX "A"

Bill No.
2021

By-law No. A.-

A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London Hydro Inc.

WHEREAS London Hydro Inc. is a corporation incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16;

AND WHEREAS subsection 104(1)(b) of the *Business Corporations Act* provides that a resolution in writing dealing with all matters required by this Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of this Act relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London Hydro Inc.;

AND WHEREAS Subsection 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

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

1. The Annual Resolutions of the Shareholder of London Hydro Inc. for the fiscal year ended December 31, 2020, attached as Schedule "1" are ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Annual Resolutions of the Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into force on the day it is passed.

PASSED in Open Council on the 6th day of July, 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – July 6, 2021
Second Reading – July 6, 2021
Third Reading – July 6, 2021

SCHEDULE “1”

**LONDON HYDRO INC.
(the “Corporation”)**

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

FINANCIAL STATEMENTS

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2020, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

ELECTION OF DIRECTORS

WHEREAS pursuant to an Amended and Restated Shareholder Declaration, as amended (the “Amended and Restated Shareholder Declaration”), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

AND WHEREAS the terms of the directors that are members of the third class expire at the annual meeting of shareholders held in 2021 pursuant to paragraph 4.4 of the Shareholder Declaration;

NOW THEREFORE BE IT RESOLVED THAT:

1. Each of the following persons, being directors that are members of the second class pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, are hereby elected as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<u>Class</u>	<u>Name of Director</u>	<u>Term</u>
Third		the close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Third		the close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023.

CONFIRMATION OF CONTINUING TERMS

2. Each of the following persons, being directors that are members of the first, third and fourth class, as provided for below, pursuant to paragraph 4.4 of the Shareholder Declaration, is hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<u>Class</u>	<u>Name of Director</u>	<u>Term</u>
First	Gabriel Valente	the close of the annual meeting of shareholders to be held in 2022 for the financial year ending December 31, 2021
First	Jack Smit	the close of the annual meeting of shareholders to be held in 2022 for the financial year ending December 31, 2021
Second	Connie Graham	the close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Second	Guy Holburn	The close of the annual meeting of the shareholders to be held in 2023 for the financial year ending December 31, 2022
Fourth	Michael van Holst	the term ending November 15, 2022

APPOINTMENT OF AUDITORS

3. KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

DATED this _____ day of _____, 2021.

The Corporation of the City of London

By: _____

Name: Ed Holder

Title: Mayor

By: _____

Name: Catharine Saunders

Title: City Clerk

The logo for London Hydro Inc is displayed in white, uppercase letters on a red grid background. The word "LONDON" is on the top line, "HYDRO" is on the second line, and "INC" is on the third line. The letter "O" in "HYDRO" is highlighted in a darker red color.

LONDON
HYDRO INC

Annual General Meeting

*For the Financial Year Ending
December 31, 2020*

June 23, 2021



“

...The pandemic and economic lockdown in 2020 was the biggest disruption! Yet we successfully managed these challenges and maintained service levels with satisfactory strategic progress and financial outcomes.

As an essential service provider in the time of COVID-19, we knew that we had to pivot flawlessly. Our employees rose to the challenge to keep the lights on and continued on our strategic journey of innovation without interruption...

”

Board of Directors

- Gabe Valente, BA, BComm, CPA, CA
Chair
- Connie Graham, BSc, ICDD
Vice-Chair
- Andy Hrymak, BEng, PhD
- Marilyn Sinclair, BA
- Jack Smit, CPA, CGA
- Guy Holburn, MA, PhD
- Michael van Holst, HBSc, BEd

Senior Management

- Vinay Sharma, PhD, PEng, FCAE, CDir
CEO
- William Milroy, BAsSc, PEng
VP Engineering & Operations
- David Arnold, BSc, MAcc, CPA, CA
CFO, VP Finance & Corporate Secretary
- Syed Mir, BSc
CIO & VP Corporate Services
- Elizabeth Carswell, BA, MA, BEd
Sr. Director Human Resources



Many Thanks to Our Retiring Board Member

Marilyn Sinclair has been an exemplary Board member and has served on London Hydro's Board of Directors for more than 15 years (2005 to 2021). Through her position as Chair of the Corporate Governance Committee, her leadership in establishing exceptional governance of the Board will be missed.

We thank Marilyn for her many contributions to London Hydro's success.

A Successful Year For London Hydro Despite Business Disruptions

*Leaders in Award-Winning
Technology and Innovation*



Strong Financial Performance



Financial Highlights (\$ in millions)	2020 Actual	2019 Actual
Distribution Revenue	70.2	69.7
Net Earnings	5.7	12.0
Average Return on Shareholder's Equity	3.1%	7.0%
Annual Investments		
Capital Assets	43.8	43.0
Financial Position:		
Total Assets	514.6	453.9
Shareholder's Equity	175.1	174.7
Distributions to the City of London:		
Dividends Declared	5.0	5.0
S&P Credit Rating	A/Stable A/Stable	

*Without mark-to-market unrealized adjustment,
net earnings are \$10.3M and RoE is 6%.

London Hydro Fulfills All Shareholder Objectives

1. Strong Growth in Shareholder Value

- Competitive Rate of Return: 6% RoE, excluding mark-to-market adjustment
- Net assets growth of 7%, which is the base for rate making.
- Sustained Annual Dividend to the City of \$5M
- Since incorporation, \$212M cash flow provided to the Shareholder

2. Caring for our Customers

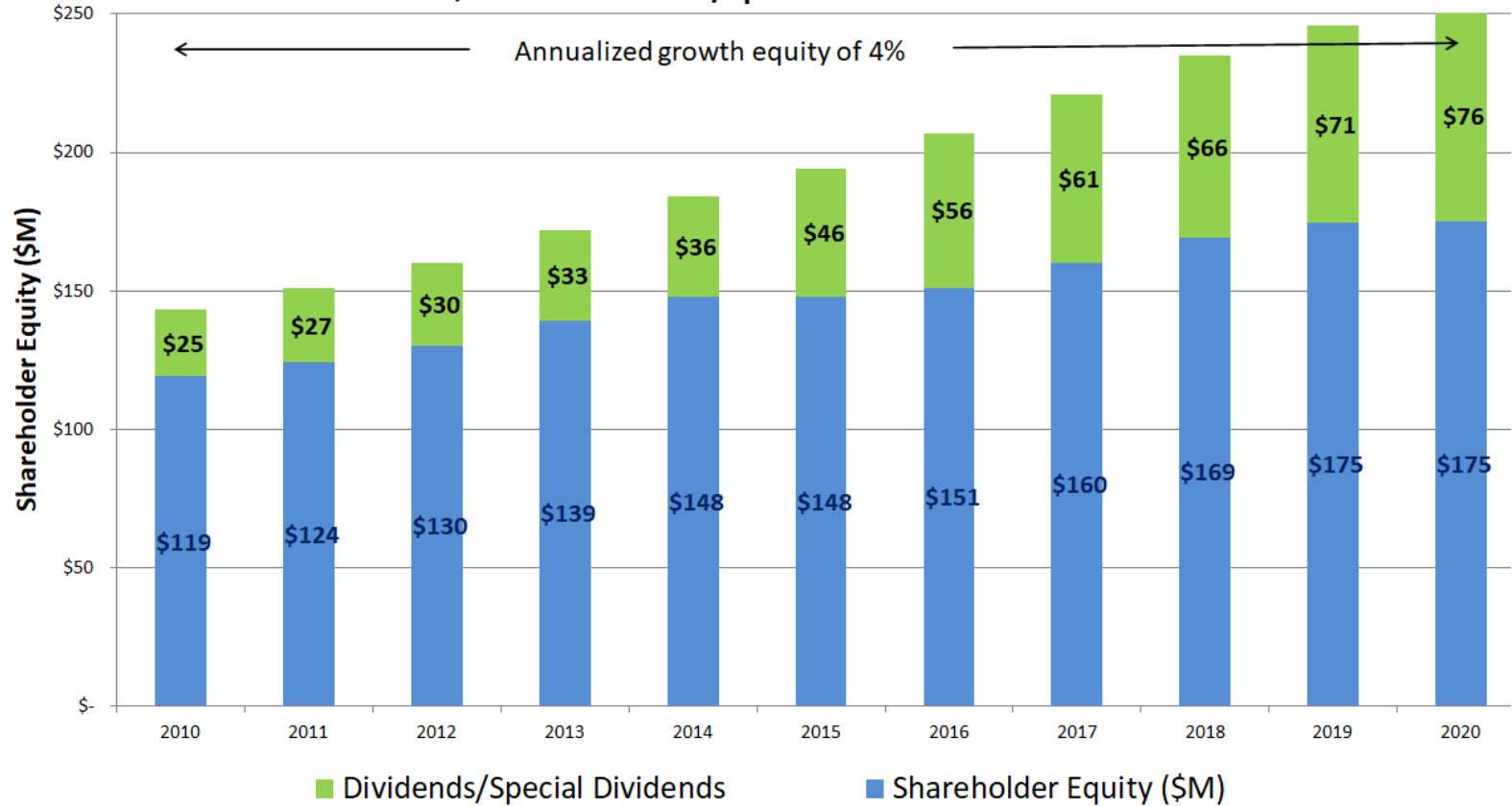
- Cost and rates are again in the lowest quartile among Ontario utilities
- Consistently high quality and reliability of service
- High customer satisfaction – 93% for residential and small business customers
- Continued prudent capital infrastructure investment

3. Industry-Leading Innovation

- CS Week's award for Innovation in Digital Customer Engagement
- IESO awards for Efficiency & Accuracy in Data Synchronization as well as for Accurate Billing

Growing Shareholder Value

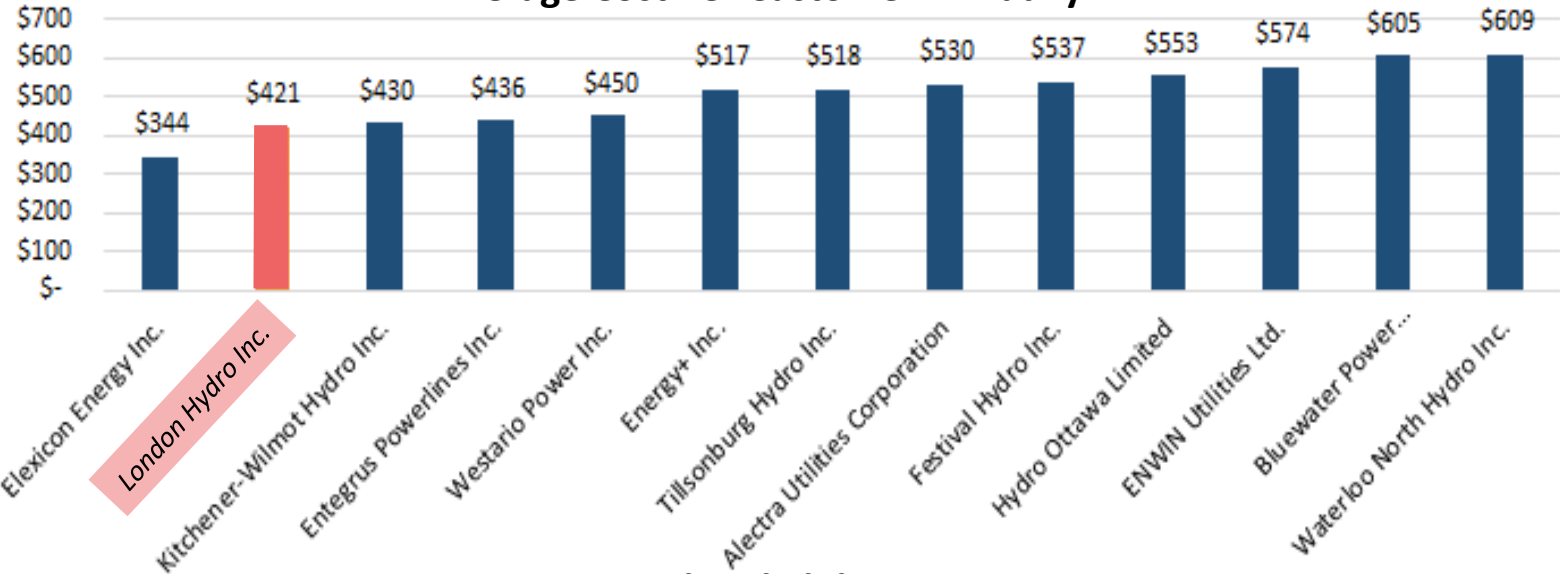
**47% (\$56M) growth in Shareholder Equity between 2010 and 2020
+ \$51M in Dividends/Special Dividends since 2010**



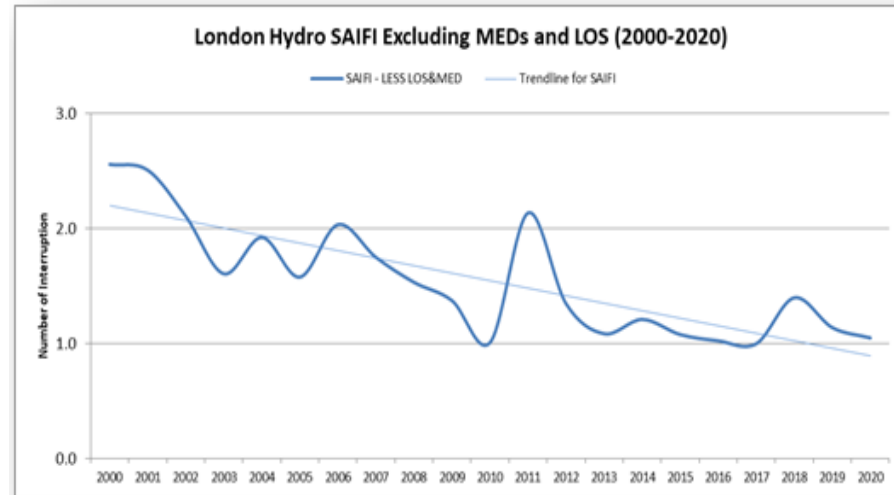
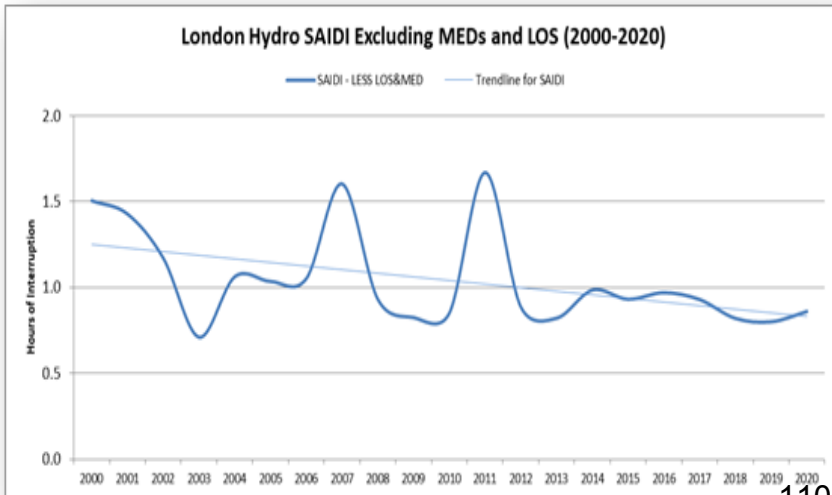
*Monetized \$70M Promissory Note in 2014

London Hydro is a Low Cost and High Reliability Utility

Average Cost Per Customer Annually



High Reliability

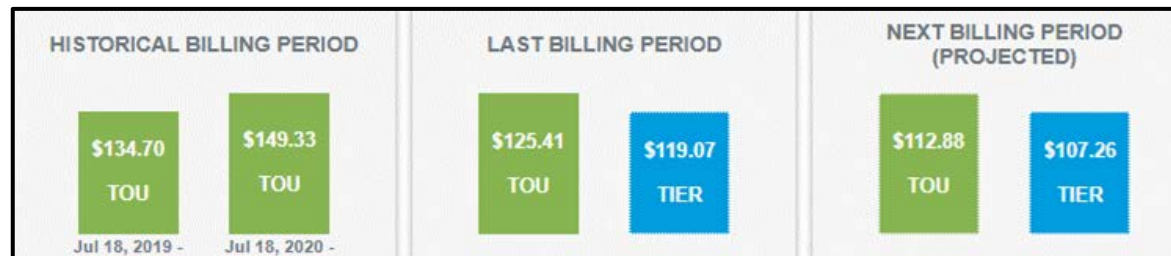


SAIDI – System Average Interruption Duration Index

SAIFI – System Average Interruption Frequency Index

Continued Customer Care Leadership

- Innovative personalized calculator for TOU/Tier pricing options using Green Button standards.



- Largest adoption (~11%) of pricing options by London Hydro customers among Ontario utilities – regulator & government reached out for copies of promo materials due to London Hydro’s success.
- Expanded online self-service options for customers:
 - 69,543 paperless subscribers
 - 81,917 registered users on AODA compliant web portal
 - 70% of 16,608 customers made electricity price option using online tools
- 94% customers like London Hydro’s **reliability of service**.
- 83% customers believe London Hydro is **customer focused**.
- 85% customers believe London Hydro is **socially responsible**.

Continued Environmental Leadership



- Paperless Billing (69,000 customers)
- ≈ 1,300 trees over 5 years



- 11 solar installations, 460 kW capacity
- 176,600 kg CO2e avoided over 10 years



- Reuse: 700 tonnes material saved over 10 years
- Recycle: 1340 tonnes in 2019
- Waste reduction: 50% over 5 years



- 10 Electric Vehicles
- 16 Hybrid Vehicles
- 11 EV Chargers Installed

London Hydro is a Strong, Reliable and Innovative “Hometown” Utility

1. Continue Strong Financial Performance

- A strong Balance Sheet; excellent debt-to-equity ratio; S&P credit rating of A/Stable

2. Strong Customer Focus

- Industry leading customer satisfaction rating of 93% for residential customers

3. Valuable Environmental and Community Leadership

- London Hydro provided \$400,000 in LEAP funding to the Salvation Army
- London Hydro and its employees donated \$5,619 to the London Food Bank, \$4,605 to the Salvation Army Christmas Hamper Program, \$5,000 to the Thames Valley Children’s Centre, and \$31,650 to E.C.C.O. charities
- London Hydro continues to manage the pandemic disruptions satisfactorily and our strong, sincere and committed employees – 300+ strong – have worked hard to serve Londoners and keep the lights on



**London
Hydro**

2 0 2 0

R E P O R T

O N

F I N A N C E

DEAR STAKEHOLDERS,

The year 2020 will be remembered as the time of COVID. A time of loss. A time of grief. A time of sorrow. And yet, 2020 will also be remembered as a time of heroines and heroes, of frontline caregivers and essential workers. A time when we gained a new respect for science and for researchers and scientists world-wide with the discovery, delivery and application of vaccines.

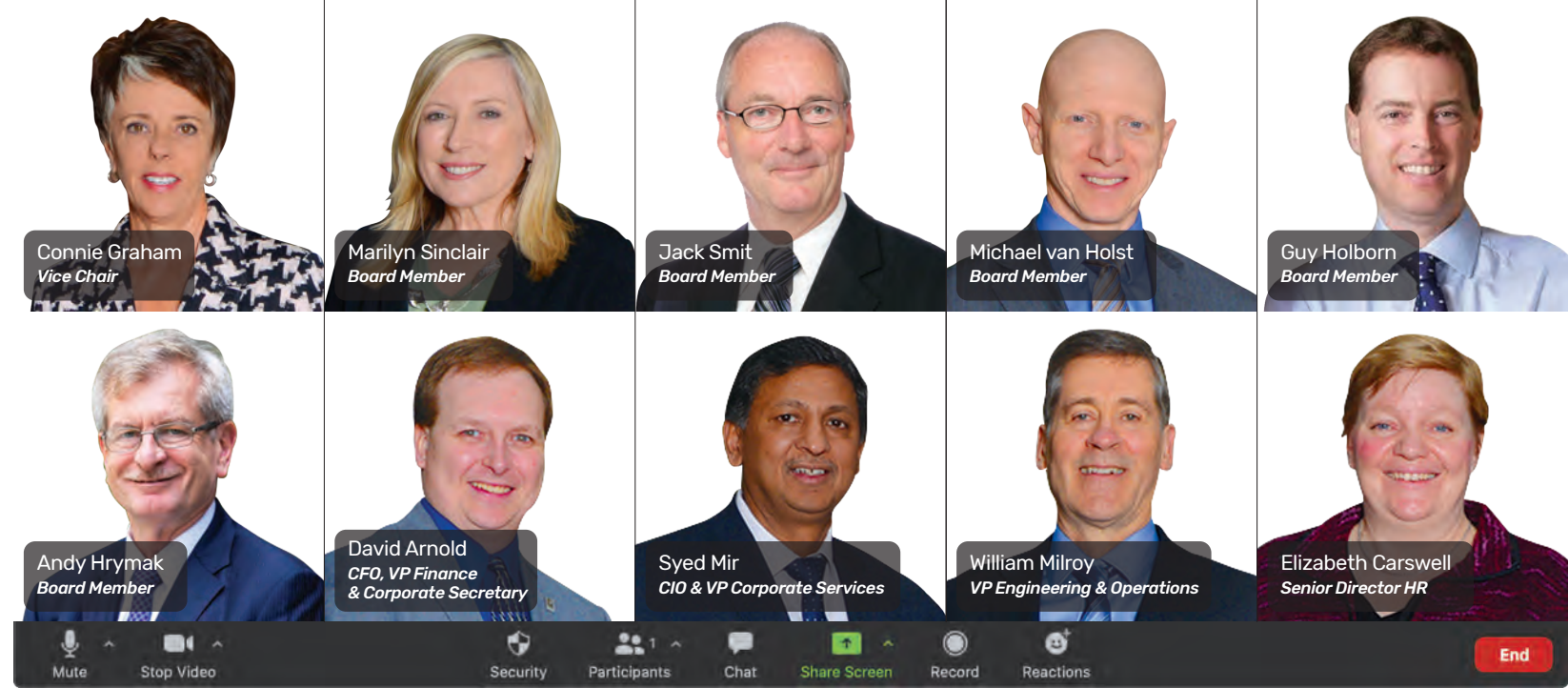
As an essential service provider in the time of COVID, London Hydro has not only kept the lights on but has embraced the opportunity to do business in a different way – lessons that will see us well into the future. Thanks to the resiliency, adaptability and hard work of our employees, London Hydro is building a newer and more robust distribution network, restoring outages promptly and providing full service to our customers. True to our Purpose, we have operated with the goal to distribute safe, reliable electricity and to be the trusted energy service provider for our community.

Our community, our customers, our employees and all of our stakeholders remain the focus of our plans and undertakings. During the pandemic, when businesses were shut down, London Hydro stood up to provide assistance; we were the first to offer a fund of \$400,000 to provide utility bill payment assistance to the most vulnerable members of our community. London Hydro was also the first utility in the province to provide our surplus N95 masks to frontline healthcare workers. We increased our efforts to provide a safe working environment for our employees whose commitment and integrity manifest every day in the security and high reliability of our electrical grid to light up the city.

Our continued success is a result of our strategic journey of pursuing innovation with a focus on our customers and operational excellence. In 2020 we embarked upon two innovative initiatives – the first, funded by Natural Resources Canada – to define a new marketplace to facilitate sharing of

locally generated renewable energy; and the second, “funded privately”, to provide automated energy management solutions for smart homes. These initiatives provide London Hydro with new tools and applications to offer advanced solutions for our customers to optimize their electricity needs, which makes our grid more robust and efficient.

A safe and reliable electricity distribution network is predicated on a well designed and engineered infrastructure. In 2020 we continued to build and refurbish our vast infrastructure by investing approximately \$44 million in the electrical distribution network and to enhance security, contingency and automation. These investments were mainly focused on replacing the aging network, building the underground systems to provide protection against storms and build a flexible electricity network with back-up redundancies. We continued to replace the old 4 kV network with a newer underground 27 kV network.



In 2020 the Oakridge neighbourhood was enhanced with a new 27 kV network, which provided significantly improved reliability of service. With the completion of the Oakridge area we have now successfully replaced 70% of the old 4 kV network in our community. We look forward to making the same improvements in the remaining neighbourhoods in London.

In our fiduciary and financial responsibilities to our Shareholder (the City of London, the People of London) London Hydro achieved its Purpose and realized its Vision in 2020 with a Net Income of \$10.3 million, excluding non-cash impact of the Mark-to-Market adjustment, on total revenue of about \$517 million resulting in a return on shareholder’s equity of 6%. London Hydro’s rate base, made up of net assets and working capital, increased to about \$370 million, an annualized increase of nearly 7%. London Hydro’s customer base is about 162,000 and its distribution revenue is about \$70 million. London Hydro purchased approximately \$433 million worth of electricity and transmission services

from the wholesale market on behalf of our community. Additionally, nearly 104,000 customers used our online tools and smart applications and nearly 71,000 customers have subscribed to paperless billing. These are excellent performance benchmarks and together with a 95% customer satisfaction level, as measured by an independent polling company, is evidence that London Hydro is a strong, customer-focused “hometown” utility.

The pandemic and economic lockdown of 2020 was the largest disruption in the Company’s history, yet London Hydro managed these challenges successfully, continued to provide full service to our customers, and achieved a healthy balance sheet and respectable financial performance in 2020. London Hydro also reaffirmed its A/Stable credit rating by Standard & Poor’s while maintaining a debt-to-equity ratio of 53%. London Hydro is an asset of the City of London. Its fortunes are reflective of, and accrue to, our community.

As an essential service provider in the time of COVID, we knew we had to pivot flawlessly. Our employees rose to the challenge; our staff adapted readily to working from home and our outside workers quickly adapted to modified work processes without sacrificing quality and quantity of work. Our sincere gratitude goes to our employees and their supportive families and to all who met the challenges of London Hydro in the time of COVID.

Given such a commitment by the employees of London Hydro as well as the guidance and governance by our qualified and experienced Board of Directors, London Hydro is and will remain a strong, community-owned organization serving Londoners with all of their electricity service needs.



Gabe Valente,
Chair



Vinay Sharma,
CEO

MANAGEMENT DISCUSSION

AND ANALYSIS

The following discussion and analysis are of London Hydro's (also referred to as the Company) financial position, results from operations and cashflow. It should be read in conjunction with the Statement of Financial Position for the period ended December 31, 2020.

The results reported herein have been prepared in accordance with International Financial Reporting Standards (IFRS) and are expressed in Canadian dollars. As a rate-regulated entity, the Company has elected to adopt the IFRS14 standard that allows for reporting of certain transactions as regulatory assets and liabilities, which would otherwise not be allowed under IFRS. Such transactions, and the resulting impacts, are described in notes 2, 3 and 11 to the Statement of Financial Position for the period ended December 31, 2020.

The analysis contains some forward-looking observations and statements reflecting management's expectations concerning future performance. Such observations and expectations of future performance are subject to uncertainties arising from future general economic conditions, regulatory changes and government decisions. Thus, the forward-looking observations and statements shall not be considered as guarantees of future performance; and the future results may differ materially from the anticipated results expressed by these statements.

THE COMPANY OVERVIEW

London Hydro Inc. is a wholly-owned subsidiary of the Corporation of the City of London, established pursuant to Section 141 (1) of the Electricity Act, 1998 Ontario. The Company has been issued operating license ED-2002-0557 by the Ontario Energy Board (OEB) to distribute electricity within the service territory of the City of London. The Company owns and maintains a distribution grid to distribute electricity to about 162,000 residential and commercial customers in the City of London with a population base of approximately 430,000. As one of the larger electrical distribution companies, London Hydro Inc. employs 303 hardworking men and women who help to deliver a highly reliable and safe distribution of electricity to its customers.

London Hydro procures electricity (MW) from the Independent Electricity System Operator (IESO) operated market. In 2020, London Hydro drew a peak demand of 694MW during the summer season and about 458MW during the winter season. London Hydro also procures wholesale market services from the IESO and transmission services from Hydro One at regulated prices. The price for electricity (MW) comprises the Hourly Ontario Energy Price (HOEP) and Global Adjustment. Also, the number of customers serviced by London Hydro grew by 1.0% from December 31, 2019 to December 31, 2020.

STRATEGIC PRIORITIES

The Company continues to focus on six major priorities in order to fulfil its purpose and vision. These priorities include business opportunities, developing leading technologies, becoming a trusted energy consultant and partner of the customer, enhancing internal team capacity, protecting revenue and seeking strategic partnerships. The Company continues to develop and leverage technology for increasing distribution grid automation, interconnecting an increasing number of embedded renewable energy resources, energy management, and technology and apps for customer service and convenience.

The Company also continues to advance the application of Green Button standards and technologies for managing and analysing customers' energy consumption data, customer care and customer billing. The OEB has granted special approval to the Company, pursuant to Section 71(4) of the amended OEB Act, to market its Green Button related technology to other Ontario utilities and customers. As such, the Company has achieved initial success in marketing Green Button related technologies and services to three hydro utilities and one water utility.

OPERATIONS OVERVIEW

The financial performance of the Company for the twelve-month period ended December 31, 2020 is summarized in the following table. For the purpose of comparison to budgeted performance, and to provide a historical perspective, the Company's actual results are presented alongside the budgeted performance for December 31, 2020 and the performance for the period ending December 31, 2019.

YTD RESULTS FOR THE PERIOD ENDED

FINANCIAL HIGHLIGHTS	ACTUAL	ACTUAL	CHANGE	PLAN	% OF PLAN
	31-Dec-20	31-Dec-19		31-Dec-20	
Energy Distributed - Gigawatt Hrs	3,162.2	3,208.5	(46.3)	3,263.0	(3.1)%
(in thousands of \$'s)					
Sale of Energy	\$436,237	\$366,746	\$69,491	\$472,365	(7.6)%
Distribution revenue	70,239	69,726	513	69,957	0.4 %
Other revenue	11,228	11,778	(550)	10,642	5.5 %
Cost of power	433,635	368,249	65,386	472,358	(8.2)%
Operating expenses	44,910	44,229	681	47,167	(4.8)%
Amortization expenses	21,432	20,180	1,252	21,242	0.9 %
Net finance costs	11,027	4,905	6,122	6,010	83.5 %
Income taxes	1,206	2,781	(1,575)	(579)	(308.3)%
Net earnings before regulatory adjustments	5,494	7,906	(2,412)	6,766	(18.8)%
Regulatory adjustment	196	4,064	(3,868)	1,398	(86.0)%
Net earnings after regulatory adjustments	5,690	11,970	(6,280)	8,164	(30.3)%
Operating Expenses as a % of Distribution Revenue	63.9%	63.4%			
Annualized Return on Equity	3.3%	7.0%			
Energy distributed - gigawatt hrs	3,162.2	3,208.5	(1.4)%		
Number of customers	162,140	160,599	1.0%		
(in thousands of \$'s)					
Operating Cash flow	19,140	31,808			
Investing Cash flow	(39,238)	(38,120)			
Financing Cash flow	44,968	8,446			
Cash flow	24,870	2,134			
Cash - end of period	28,298	3,428			



THE COMPANY'S PURPOSE

To provide safe, reliable electricity & energy related value-added services to its customers.

THE COMPANY'S VISION

London Hydro's vision is to be the customers' trusted energy service provider through innovation, customer focus & operational excellence.

ENERGY QUANTITIES DISTRIBUTED

Total energy distributed to our customers decreased from 3,208.5 gigawatt hours (GWh) throughout the year in 2019 to 3,162.2 GWh for the same period in 2020, an overall reduction of 1.4%. This reduction in energy consumption is usually attributed to factors such as conservation and demand management programs as well as weather; however, the emergence of COVID-19 had a large impact on energy quantities distributed late in the first quarter of 2020 and has continued to have an impact to a lesser extent for the second and third quarters with an increased impact again in the fourth quarter.

DISTRIBUTION REVENUES

London Hydro is compensated by regulated distribution rates as approved by the OEB. The annual revenue requirement of London Hydro is established as per the regulated rate making mechanism. Thus, the distribution rates for various classes of customers are determined by considering factors such as the number of customers, their energy (KWh) consumption and power demand (KW). In both 2019 and 2020, London Hydro applied a mechanistic adjustment under the Incentive Rate Making (IRM) method to apply an inflationary increase to the Company's distribution rates, which are made up of a fixed monthly charge and a per kWh energy or per kW demand volumetric charge.

Approximately 77% of annual revenues for fiscal 2020 are derived from a monthly fixed charge, as compared to 74% for 2019, while the remaining is derived on the basis of a volumetric rate for energy consumption (KWh) and power demand (KW). Beginning in 2016, fixed revenues represent a greater percentage of the distribution revenues from residential and small commercial customers as the OEB began moving towards 100% fixed charges for these customers. The change in rate structure was completed on May 1, 2019 and represents the most significant factor contributing to the larger percentage of fixed revenues in 2020 as compared to 2019.

As of December 31, 2020, London Hydro served 162,140 customers compared to 160,599 as of December 31, 2019. While the number of customers increased by 1.0%, the composition of distribution revenue remained relatively unchanged from 2019 to 2020 at 64% from residential customers (2019 – 63%), 32% from general service customers (2019 – 33%) and 4% from large users and other customers (2019 – 4%).

Total distribution revenues for the period ending December 31, 2020 remained relatively consistent with the same period in 2019 at \$70.2 million (2019 - \$69.7 million).

OTHER REVENUE

Other revenue earned by the Company decreased from \$11.8 million in 2019 to \$11.2 million in 2020. There were four factors that primarily impacted the change in 2020 as compared to 2019. Both late payment charges and sundry revenues decreased by approximately \$0.2 million and IT service revenues decreased by approximately \$0.3 million, while the amortization of deferred revenue increased by approximately \$0.2 million. The decrease from late payment charges is due to the fact that the Company waived all late payment charges in the second quarter and part of the third quarter to provide relief as many customers were struggling financially from the impacts of COVID-19. The lost revenue associated with the late payment charges has been recorded in the COVID-19 deferral account for future recovery.

COST OF SERVICE RATE MAKING PROCESS

The Company goes through a thorough cost of service process, every five years, where both the detailed operating and capital expenditures are reviewed by the OEB. The end result of the process is the basis upon which upcoming distribution rates are determined. The costs of capital expenditures and associated capital assets plus the Company's operating expenditures are the prime consideration for determining the rates.

In the case where any capital expenditures are denied, the Company would have a corresponding amount of impaired assets, which could result in a write-off and, thus, negatively impact annual net income. In the case where an increase in operating expenses is denied, the Company might not earn the required revenue to achieve the regulated net income. The Company's last cost of service was in 2017. The Company's next cost of service application will be for the year 2022. In the intervening periods from 2018 through 2021, London Hydro implements a rate adjustment as per the IRM rules aforementioned, which are usually effective on May 1st; however, due to the extraordinary COVID-19 situation, the Company elected to defer the implementation of the rate increase until November 1, 2020. All of the forgone revenues as a result of this decision have been recorded in a deferral account for future recovery.



COVID-19 RELATED DEFERRAL ACCOUNT

On March 25, 2020, the OEB authorized the use of deferral accounts in order to track the additional costs associated with billing system changes as well as other incremental costs resulting from COVID-19. Moreover, the OEB also authorized the use of a variance account to track lost revenues. As of December 31, 2020, the total amounts incurred, for which recovery will be sought, is \$3.1 million, which is made up of incremental costs of approximately \$1.0 million and \$2.1 million of lost revenues. \$1.0 million of the lost revenues were unable to be included for financial statement purposes due to the rules surrounding revenue recognition. In addition, there is some uncertainty regarding the full recovery of these balances, so an additional allowance of \$0.6 million has also been recognized. This results in a net asset for financial statement purposes of \$1.5 million, while the recovery sought from the OEB will be \$3.1 million. Any differences between the amount recorded and the amounts ultimately awarded by the OEB will be recorded in the statement of comprehensive income in a future year.

Included in the \$1.5 million are lost revenues due to the deferred rate implementation. The OEB has given London Hydro approval to begin recovery of these lost revenues over a six-month period beginning November 1, 2020. The remaining amount to be collected is \$0.5 million. It is not yet known when or how the other amounts within the deferral account will be recovered.

OPERATING EXPENSES AND AMORTIZATION

Total operating expenses increased slightly to \$44.9 million by the end of the fourth quarter of 2020 from \$44.2 million for the same period in 2019, representing an increase of approximately \$0.7 million or 1.5%, which is mostly the result of increased payroll costs.

Amortization expenses increased by approximately \$1.2 million from \$20.2 million in 2019 to \$21.4 million in 2020. This increase is the result of the Company's ongoing commitment to invest in its aging infrastructure and leading information technology to enhance the distribution grid and deliver increasing convenience to our customers.

In October 2017, the provincial government announced that all local distribution companies are banned from disconnecting residential customers due to non-payment between October and April each year. As a result of COVID-19, the OEB extended the disconnection ban for 2020 until the end of July. London Hydro has not had a significant change in bad debt expense related to this directive, although the additional bad debts of \$0.4 million due to COVID-19 have been included for recovery in the regulatory asset deferral account. The Company has been proactively monitoring its overdue accounts and has programs in place to offer customers flexible payment options as needed.

NET FINANCE COSTS

The Company's interest expense in 2020 has increased significantly to \$11.0 million, compared to \$4.9 million in 2019.

This increase is the result of the unrealized loss associated with the Company's swap agreements¹ being \$0.4 million in 2019 as compared to an unrealized loss of \$6.6 million in 2020. It should be noted that these unrealized losses are adjustments reported for the purpose of the financial statements only and, so long as the debt agreements are not cancelled early, these losses are not realized. Thus, excluding these adjustments related to the swap agreements, the real interest expense should be adjusted to \$4.4 million for the period ending December 31, 2020 as compared to \$4.5 million for the same period in 2019.

The Company also pays interest on regulatory liabilities at an interest rate that is prescribed by the OEB. As interest rates have decreased in 2020 as compared to 2019, the Company paid \$0.0 million in 2020 compared to \$0.2 million in 2019.

Once the unrealized loss amounts are normalized, the difference in the net finance costs between 2019 and 2020 is reduced to \$0.1 million as a result of the reduction in interest paid on the variable debt instruments including regulatory balances, despite the Company having a slightly higher average debt balance.

INCOME TAX EXPENSE

London Hydro is a private, taxable corporation and as such, is required to make payments in lieu of tax (PILs) to the Ontario Electricity Financial Corporation. The PILs required to be paid are equivalent to the income taxes that would have been paid if London Hydro was taxable under the Income Tax Act of Canada.

The PILs expense for the period ended December 31, 2020 amounted to \$1.2 million, as compared to \$2.8 million due for the same 2019 period. The decrease is a result of lower net income in 2020 as compared to the previous year.

London Hydro also has Deferred Tax Liabilities of \$9.5 million. It represents the temporary net difference between financial reporting carrying amounts for Property, Plant, Equipment, and Intangibles, which are in excess of their tax values, and the Deferred Taxes Receivable for employee future benefits expenses that have not yet been deducted for income tax purposes.

As a rate-regulated corporation, Deferred Tax Liabilities, which will be paid on behalf of customers, will be recovered as they are paid. Therefore, increases or decreases in Future Income Tax Liabilities are offset by regulatory assets.

¹ A swap agreement allows London Hydro to "swap" interest rates, so that it can have a stable and fixed rate loan at a lower interest rate. London Hydro currently has four separate swap agreements.

REGULATORY ASSETS/LIABILITIES

The regulatory framework requires that all energy commodity and non-commodity costs be billed at the regulated rates to customers who are on the Regulated Price Plan (RPP).

As a regulated distributor of electricity, London Hydro is obligated to supply electricity (energy), also referred to as commodity, to small residential and small commercial customers at the RPP rate and to other customers at the HOEP rates plus an added charge for Global Adjustment. The only exception to this requirement is if customers elect to purchase their electricity from an energy retailer; even then, a Global Adjustment charge is added to such customers. All other non-commodity charges are billed at regulated rates established from time to time by the OEB.

Therefore, the Company distributes electricity at a fixed rate to a larger section of its customers, though a small number of customers pay a variable HOEP plus Global Adjustment rate for electricity based on their customer class. Differences between the cost paid for power purchased and the cost of power charged to customers are referred to as variances, which are recorded in Retail Settlement Variance Accounts (RSVA). The variances that accumulate in the RSVA are either returned to or recovered from customers, depending upon the nature of the difference in accordance with regulatory directives.

As of December 31, 2020, the Company had regulatory assets of \$23.0 million, compared to \$21.0 million at 2019 yearend. The increase of \$2.0 million is attributed to increased RSVA balances, deferred taxes and the accumulated costs associated with COVID-19. These increases were offset against the approved recovery of some previous balances.

The Company also had regulatory liabilities in the amount of \$4.2 million as of December 31, 2020, compared to \$2.3 million as of December 31, 2019. The \$1.9 million increase is the result of the OEB's decision that the tax savings from accelerated amortization are to be paid back to the customers at a future time, in accordance with new tax rules enacted in 2019.

CAPITAL RESOURCES

London Hydro has five debt agreements that total \$200.0 million as of December 31, 2020, compared to \$155.0 million as of December 31, 2019. Additionally, the Company has a letter of credit.

The unsecured, committed extendible revolving loan in the amount of \$30.0 million outstanding at December 31, 2019 was subsequently repaid with additional borrowing in the amount of \$75.0 million obtained December 4, 2020. The additional borrowing is with the Toronto Dominion Bank and is under an interest rate swap agreement for an unsecured loan. Interest only payments are due monthly and commenced December 2020, while the principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all in rate of 1.97%.

The Company entered into a futures contract with Toronto Dominion Bank on December 4, 2020 for \$125.0 million. The future contract will be converted into a swap agreement on June 30, 2022 to repay the \$40.0 million and \$85.0 million Royal Bank of Canada fixed rate swaps maturing June 2022. The swap agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all in rate of 2.13%.

Also, the Company has an uncommitted revolving bank credit facility of \$20.0 million and \$4.3 million (2019 – \$6.6 million) in Standby Letters of Credit issued to the IESO as security. In the event that the maturity date of the committed bank loan facility is not extended, payment of this loan must be made within one year from the date of maturity.

The amount drawn by the Company on the uncommitted facility as of December 31, 2020 was \$nil (December 31, 2019 – \$nil).

DIVIDEND POLICY

The Company's dividend policy provides for an annual dividend, subject to satisfactory cashflow. Due to the short-term financial implications of COVID-19, the Board of Directors declared a \$5.0 million special payment to its Shareholder on March 31, 2020, to be paid over two years or by the end of 2021.

As a wholly-owned subsidiary of the Corporation of the City of London, the City of London is London Hydro Inc.'s sole shareholder and, as such, the entire dividend amount is paid to the City of London.

CREDIT RATING

London Hydro maintains an "A/Stable" long-term corporate credit rating, which was reaffirmed by Standard & Poor's in May 2020. This rating reflects the Company's low risk as a distribution company with regulated cash flows.

LIQUIDITY AND CASHFLOW

Cash generated from operating activities decreased to \$19.1 million as of December 31, 2020, as compared to \$31.8 million as of December 31, 2019. Cashflows primarily relate to amounts of:

- \$5.7 million in net income
- \$21.4 million non-cash adjustment from amortization expenses,
- (\$15.9) million as a result of changes in non-cash working capital and
- \$6.6 million non-cash adjustment from the mark to market adjustment.

Cash used in investing activities increased to \$39.2 million as of December 31, 2020, as compared to the \$38.1 million for 2019, which primarily represents the net purchase of capital assets and intangible assets.

As of December 31, 2020, cash generated from financing activities increased to \$45.0 million, as compared to \$8.4 million in 2019, due to the proceeds of long-term debt in the amount of \$75.0 million and repayment of debt in the amount of \$30.0 million. The Company declared a dividend of \$5.0 million on March 31, 2020, but due to the uncertainty associated with COVID-19, deferred the payment of the dividend until 2021.

The year-to-date change in cash is an increase of \$24.9 million.

COVID-19

The COVID-19 outbreak was declared a pandemic by the World Health Organization. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions; however, the success of these interventions is not currently determinable.

The OEB has directed the Company to track any COVID-19 related expenses, including bad debt expenses, through a deferral account. A deferral account is also to be used to track lost revenues. The current challenging economic climate may lead to adverse changes in cashflows, working capital levels and/or debt balances, which may also have a direct impact on the Company's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and London Hydro's business are not known at this time.

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INDEPENDENT AUDITORS' REPORT

To the Shareholder of London Hydro Inc.

Opinion

We have audited the financial statements of London Hydro Inc. (the Entity), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

Other Information

Management is responsible for the other information. Other information comprises:

- the information included in Management's Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in Management's Discussion and Analysis as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

London, Canada

March 30, 2021

	Note	2020	2019
ASSETS			
Current assets			
Cash	5	\$ 28,298	\$ 3,428
Accounts receivable	6	84,709	71,369
Income tax receivable		-	1,171
Materials and supplies	7	458	418
Prepaid expenses		1,752	2,338
Total current assets		115,217	78,724
Non-current assets			
Property, plant and equipment	8,16	352,992	330,641
Intangible assets	9	23,443	23,514
Total non-current assets		376,435	354,155
Total assets		491,652	432,879
Regulatory balances	11	22,993	21,019
Total assets and regulatory balances		\$ 514,645	\$ 453,898
LIABILITIES			
Current liabilities			
Accounts payable and accrued liabilities	12	\$ 46,004	\$ 48,440
Due to shareholder	22	5,749	6,952
Income tax payable		100	-
Dividends payable	17	5,000	-
Current portion of lease liability	16	34	33
Current portion of customer and other deposits		2,923	1,082
Current portion of deferred revenue	13	3,092	2,771
Total current liabilities		62,902	59,278
Non-current liabilities			
Long-term debt	14,25	200,000	155,000
Post-employment benefits	15	16,100	15,535
Customer and other deposits		2,025	3,324
Deferred revenue	13	34,327	30,880
Deferred tax liability	10	9,506	8,982
Lease liability	16	2,190	2,223
Unrealized loss on interest rate swap	14,25	8,277	1,647
Total non-current liabilities		272,425	217,591
Total liabilities		335,327	276,869
Equity			
Share capital	17	96,116	96,116
Retained earnings		80,466	79,776
Accumulated other comprehensive loss		(1,446)	(1,202)
Total equity		175,136	174,690
Total liabilities and equity		510,463	451,559
Regulatory balances	11	4,182	2,339
<i>Commitments and contingencies (Note 23), Impact of COVID-19 (Note 26), Subsequent events (Note 27)</i>			
Total liabilities, equity and regulatory balances		\$ 514,645	\$ 453,898

On behalf of the Board:

J. Valente

Director

Jack S. I.

Director

The accompanying notes are an integral part of these financial statements

	Note	2020	2019
Revenues			
Electricity sales	18	\$ 436,237	\$ 366,746
Distribution revenue	18	70,239	69,726
Other	19	11,228	11,778
		517,704	448,250
Operating expenses			
Electricity purchased		433,635	368,249
Operating expenses	20	44,910	44,229
Depreciation and amortization	8,9	21,432	20,180
		499,977	432,658
Income from operating activities		17,727	15,592
Net finance expense	14,21	11,027	4,905
Income before income taxes		6,700	10,687
Income tax expense	10	1,206	2,781
Income for the year		5,494	7,906
Movement of regulatory balances			
Net movement of regulatory balances		(2,150)	142
Income taxes	10	2,346	3,922
	11	196	4,064
Net income for year and net movement in regulatory balances		5,690	11,970
Other comprehensive loss			
Items that will not be reclassified to profit or loss:			
Remeasurements of post-employment benefits	15	(244)	(1,582)
Tax on remeasurements	10	65	419
Net movement in regulatory balances, net of tax	11	(65)	(419)
Other comprehensive loss		(244)	(1,582)
Total comprehensive income for the year		\$ 5,446	\$ 10,388

	Note	Share Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
Balance at January 1, 2019		\$ 96,116	\$ 72,806	\$ 380	\$ 169,302
Net income and net movement in regulatory balances		-	11,970	-	11,970
Other comprehensive loss		-	-	(1,582)	(1,582)
Dividends	17	-	(5,000)	-	(5,000)
Balance at December 31, 2019		\$ 96,116	\$ 79,776	\$ (1,202)	\$ 174,690
Balance at January 1, 2020		\$ 96,116	\$ 79,776	\$ (1,202)	\$ 174,690
Net income and net movement in regulatory balances		-	5,690	-	5,690
Other comprehensive loss		-	-	(244)	(244)
Dividends	17	-	(5,000)	-	(5,000)
Balance at December 31, 2020		\$ 96,116	\$ 80,466	\$ (1,446)	\$ 175,136

	Note	2020	2019
Operating activities			
Net income and net movement in regulatory balances		\$ 5,690	\$ 11,970
Adjustments for:			
Depreciation and amortization	8,9	21,432	20,180
Amortization of deferred revenue	19	(678)	(525)
Post-employment benefits	15	321	58
Gain on disposal of property, plant and equipment	19	(28)	(31)
Net finance expense	21	11,027	4,905
Income tax expense	10	1,206	2,781
		38,970	39,338
Change in non-cash working capital:			
Accounts receivable		(13,340)	3,616
Materials and supplies		(40)	199
Prepaid expenses		586	329
Accounts payable and accrued liabilities		(2,436)	231
Due to shareholder		(1,203)	501
Customer and other deposits		542	(1,518)
		(15,891)	3,358
Other:			
Regulatory balances	11	(196)	(4,064)
Income tax paid		(210)	(2,972)
Income tax received		864	634
Interest paid	21	(4,502)	(4,626)
Interest received	21	105	140
		(3,939)	(10,888)
Net cash from operating activities		19,140	31,808
Investing activities			
Purchase of property, plant and equipment	8	(38,061)	(37,000)
Purchase of intangible assets	9	(5,708)	(6,018)
Proceeds on disposal of property, plant and equipment		85	250
Contributions received from customers		4,446	4,648
Net cash used in investing activities		(39,238)	(38,120)
Financing activities			
Dividends paid	17	-	(5,000)
Proceeds from long-term debt	14	75,000	15,000
Lease liability	16	(32)	(32)
Repayment of long-term debt	14	(30,000)	(1,522)
Net cash from financing activities		44,968	8,446
Change in cash		24,870	2,134
Cash, beginning of year		3,428	1,294
Cash, end of year		\$ 28,298	\$ 3,428

1. Reporting entity

London Hydro Inc. ("the Company") is a rate regulated, municipally-owned hydro distribution company located in the City of London. The Company is a wholly-owned subsidiary company of the Corporation of the City of London and was incorporated on April 26, 2000 under the laws of the Province of Ontario, Canada.

The Company delivers electricity and related energy services to inhabitants of the City of London. The address of the Company's registered office is 111 Horton Street, London, Ontario, Canada.

2. Basis of presentation

a) Statement of compliance

The Company's financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS").

b) Approval of financial statements

These financial statements were approved by the Board of Directors on March 30, 2021.

c) Basis of measurement

These financial statements have been prepared on the historical cost basis, unless otherwise stated.

d) Functional and presentation currency

These financial statements are presented in Canadian dollars, which is the Company's functional currency.

e) Use of estimates and judgments

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses and disclosure of contingent assets and liabilities. Actual results may differ from those estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

2. Basis of presentation (continued)

e) Use of estimates and judgments (continued)

Information about judgements and estimation uncertainties made in applying accounting policies that have the most significant effects on the amounts recognized in the financial statements is included in the following notes:

- (i) 3(b) – measurement of unbilled revenue
- (ii) 3(b) – determination of the performance obligation for contributions from customers and the related amortization period
- (iii) 3(d), 3(e), 8, 9 – estimation of useful lives of its property, plant and equipment and intangible assets
- (iv) 6 – estimation for allowance for doubtful accounts
- (v) 8, 16 – leases: whether an arrangement contains a lease
- (vi) 11 – recognition and measurement of regulatory balances
- (vii) 15 – measurement of defined benefit obligations: key actuarial assumptions
- (viii) 23 – recognition and measurement of provisions and contingencies

Critical accounting estimates and judgments for leases:

Judgments made in relation to accounting policies applied - Management exercises judgment in determining the appropriate lease term on a lease by lease basis. Management considers all facts and circumstances that create an economic incentive to exercise a renewal option or to not exercise a termination option. The periods covered by renewal options are only included in the lease term if management is reasonably certain to renew. Changes in the economic environment or changes in the industry may impact management's assessment of the lease term. Any changes in management's estimate of lease terms may have a material impact on the Company's balance sheet and statement of earnings.

Key sources of estimation - In determining the carrying amount of right-of-use assets and lease liabilities, the Company is required to estimate the incremental borrowing rate specific to each leased asset if the interest rate implicit in the lease is not readily determined. Management determines the incremental borrowing rate of each leased asset by incorporating the Company's creditworthiness, the security, term and value of the underlying leased asset, and the economic environment in which the leased asset operates in. The incremental borrowing rates are subject to change mainly due to macroeconomic changes in the environment.

2. Basis of presentation (continued)

f) Rate regulation

The Company is regulated by the Ontario Energy Board ("OEB"), under the authority granted by the *Ontario Energy Board Act, 1998*. Among other things, the OEB has the power and responsibility to approve or set rates for the transmission and distribution of electricity, providing continued rate protection for electricity consumers in Ontario, and ensuring that transmission and distribution companies fulfill obligations to connect and service customers. The OEB may also prescribe license requirements and conditions of service to local distribution companies ("LDCs"), such as the Company, which may include, among other things, record keeping, regulatory accounting principles, separation of accounts for distinct businesses, and filing and process requirements for rate setting purposes.

The Company was required to bill customers for the debt retirement charge set by the province. The Company may file to recover uncollected debt retirement charges from Ontario Electricity Financial Corporation ("OEFC"). The debt retirement charge ended effective April 1, 2018 as set out in section 85(4) of the Electricity Act, and the Company no longer bills it to its customers.

Rate setting

Distribution revenue

For the distribution revenue, the Company files a "Cost of Service" ("COS") rate application with the OEB where rates are determined through a review of the forecasted annual amount of operating and capital expenditures, debt and shareholder's equity required to support the Company's business. The COS is usually filed every five years. The Company estimates electricity usage and the costs to service each customer class to determine the appropriate rates to be charged to each customer class. The COS application is reviewed by the OEB and interveners and rates are approved based upon the review, including any resulting revisions.

In the intervening years an Incentive Regulation Mechanism ("IRM") rate application is filed. An IRM application results in a formulaic adjustment to distribution rates that were set under the last COS application. The previous year's rates are adjusted for the annual change in the Gross Domestic Product Implicit Price Inflation for Final Domestic Demand ("GDP IPI-FDD") net of a productivity factor and a "stretch factor" determined by the relative efficiency of an electricity distributor.

2. Basis of presentation (continued)

f) Rate regulation (continued)

Rate setting – Distribution revenue (continued)

In August 2016, the Company filed a COS application which has been approved by the OEB for rates effective May 1, 2017. The GDP IPI-FDD for 2018 was 1.2%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.15)%, resulting in a net adjustment of 1.05% to the previous year's rates effective May 1, 2018. The GDP IPI-FDD for 2019 was 1.5%, the OEB applied productivity factor was 0.0% and the OEB determined stretch factor was (0.30)%, resulting in a net adjustment of 1.2% to the previous year's rates effective May 1, 2019.

The net adjustment for the 2020 rates was approved by the OEB at 1.7% to be effective as of May 1, 2020 although due to COVID-19, the company has elected to defer the implementation of the new rate until November 1, 2020. The OEB has approved a deferral account for the Company to record the lost revenue associated with this deferred implementation date.

As a licensed distributor, the Company is responsible for billing customers for electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties. The Company is required, pursuant to regulation, to remit such amounts to these third parties, irrespective of whether the Company ultimately collects these amounts from customers.

Electricity rates

The OEB sets electricity prices for residential and small commercial consumers twice each year based on an estimate of how much it will cost to supply the province with electricity for the next year. All remaining consumers, other than consumers with retail contracts who pay a contracted rate plus a global adjustment rate adder, pay the market price for electricity. The Company is billed for the cost of the electricity that its customers use and passes this cost on to the customer at cost without a mark-up.

3. Significant accounting policies

The accounting policies set out below have been applied consistently in all years presented in these financial statements.

a) Financial instruments

Non-derivative

All financial assets are classified as loans and receivables and all financial liabilities are classified as other liabilities. These financial instruments are recognized initially at fair value plus any directly attributable transaction costs. Subsequently, they are measured at amortized cost using the effective interest method less any impairment for the financial assets as described in note 3(f).

Derivative

The Company holds derivative financial instruments to manage its interest rate risk exposures. Derivatives are initially recognized at fair value; any directly attributable transaction costs are recognized in the Statement of Comprehensive Income as incurred as a change in interest rate swap. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are recognized in the Statement of Comprehensive Income.

Hedge accounting has not been used in the preparation of these financial statements.

b) Revenue recognition

Sale and distribution of electricity

The performance obligations for the sale and distribution of electricity are recognized over time using an output method to measure the satisfaction of the performance obligation. The value of the electricity services transferred to the customer is determined on the basis of cyclical meter readings plus estimated customer usage since the last meter reading date to the end of the year and represents the amount that the Company has the right to bill. Revenue includes rates for electricity supplied, distribution, and any other regulatory charges. The related cost of power is recorded on the basis of power used.

For customer billings related to electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties, the Company has determined that it is acting as a principal for these electricity charges and, therefore, has presented electricity revenue on a gross basis.

Customer billings for debt retirement charges were recorded on a net basis as the Company is acting as an agent for this billing stream.

3. Significant accounting policies (continued)

b) Revenue recognition (continued)

Capital contributions

Developers are required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. The developer is not a customer and therefore the contributions are scoped out of IFRS 15 Revenue from Contracts with Customers. Cash contributions received from developers are recorded as deferred revenue and amortized to income on a straight-line basis over the useful life of the related asset.

Certain customers are also required to contribute towards the capital cost of construction of distribution assets in order to provide ongoing service. These contributions fall within the scope of IFRS 15 Revenue from Contracts with Customers. The contributions are received to obtain a connection to the distribution system in order receive ongoing access to electricity. The Company has concluded that the performance obligation is the supply of electricity over the life of the relationship with the customer which is satisfied over time as the customer receives and consumes the electricity. Revenue is recognized on a straight-line basis over the useful life of the related asset.

Other revenue

Revenue earned from the provision of services is recognized as the service is rendered.

Government grants and the related performance incentive payments under CDM programs are recognized as revenue in the year when there is reasonable assurance that the program conditions have been satisfied and the payment will be received.

3. Significant accounting policies (continued)

c) Materials and supplies

Materials and supplies, the majority of which are consumed by the Company in the provision of its services, are valued at the lower of cost and net realizable value, with cost being determined on a weighted average basis, and includes expenditures incurred in acquiring the materials and supplies and other costs incurred in bringing them to their existing location and condition.

d) Property, plant and equipment

Items of property, plant and equipment ("PP&E") used in rate-regulated activities and acquired prior to January 1, 2014 are measured at deemed cost, less accumulated depreciation. All other items of PP&E are measured at cost, or, where the item is contributed by customers, its fair value, less accumulated depreciation.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes contracted services, materials and transportation costs, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to construct.

When parts of an item of PP&E have different useful lives, they are accounted for as separate items (major components) of PP&E.

When items of PP&E are retired or otherwise disposed of, a gain or loss on disposal is determined by comparing the proceeds from disposal, if any, with the carrying amount of the item and is included in profit or loss.

Major spare parts and standby equipment are recognized as items of PP&E.

3. Significant accounting policies (continued)

d) Property, plant and equipment (continued)

The cost of replacing a part of an item of PP&E is recognized in the net book value of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. In this event, the replaced part of PP&E is written off, and the related gain or loss is included in the Statement of Comprehensive Income. The costs of the day-to-day servicing of PP&E are recognized in the Statement of Comprehensive Income as incurred.

The need to estimate the decommissioning costs at the end of the useful lives of certain assets is reviewed periodically. The Company has concluded it does not have any legal or constructive obligation to remove PP&E.

Depreciation is calculated to write off the cost of items of PP&E using the straight-line method over their estimated useful lives, and is generally recognized in the Statement of Comprehensive Income. Depreciation methods, useful lives, and residual values are reviewed at each reporting date and adjusted prospectively if appropriate. Land is not depreciated. Construction-in-progress assets are not depreciated until the project is complete and the asset is available for use.

The estimated useful lives are as follows:

	Years
Building structures and components	12 - 75
Distribution system and equipment	25 - 60
Substation equipment	15 - 45
Right-of-use land asset	40
System supervisory equipment	8 - 35
Metering devices	15 - 30
Renewable generation assets	20
Automotive equipment	8 - 12
Equipment, tools and furniture	5 - 8
Computer hardware	3 - 5

3. Significant accounting policies (continued)

e) Intangible assets

Intangible assets are measured at cost, less accumulated amortization. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of intangible assets includes contracted services, materials and transportation costs, direct labour, overhead costs, borrowing costs and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Borrowing costs on qualifying assets are capitalized as part of the cost of the asset based upon the lower of OEB prescribed rates and the weighted average cost of debt incurred on the Company's borrowings. Qualifying assets are considered to be those that take in excess of 12 months to complete.

Payments to obtain rights to access land ("land rights") are classified as intangible assets. These include payments made for easements, right of access and right of use over land for which the Company does not hold title. Land rights are measured at cost less accumulated amortization.

Computer software that is acquired or developed by the Company, including software that is not integral to the functionality of equipment purchased which has finite useful lives, is measured at cost less accumulated amortization.

Capital contributions represent costs incurred and associated with assets that are not owned by the Company. These contributions are incurred where the Company is charged with the responsibility of upgrading assets that the Company does not hold title to. Capital contributions include costs towards the refurbishment and upgrade of a transformer station and wholesale meters. These assets are measured at cost less accumulated amortization.

Intangible assets in progress consist of application software under development at December 31, 2020.

Amortization is recognized in the Statement of Comprehensive Income on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. Amortization methods and useful lives of all intangible assets are reviewed at each reporting date and adjusted prospectively if appropriate. The estimated useful lives are:

	Years
Capital contributions	30 - 45
Land rights	25
Computer software	3 - 5

3. Significant accounting policies (continued)

f) Impairment

Financial assets measured at amortized cost

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows from that asset.

An impairment loss is calculated as the difference between an asset's carrying amount and the present value of the estimated future cash flows discounted at the original effective interest rate. Interest on the impaired assets continues to be recognized through the unwinding of the discount. Losses are recognized in the Statement of Comprehensive Income. An impairment loss is reversed through the Statement of Comprehensive Income if the reversal can be related objectively to an event occurring after the impairment loss was recognized.

A loss allowance for expected credit losses on financial assets measured at amortized cost is recognized at the reporting date. The loss allowance is measured at an amount equal to the lifetime expected credit losses for the asset.

Non-financial assets

The carrying amounts of the Company's non-financial assets, other than materials and supplies and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit" or "CGU"). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in the Statement of Comprehensive Income.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

3. Significant accounting policies (continued)

g) Customer and other deposits

Customer and other deposits include cash deposits from electricity distribution customers and retailers to guarantee the payment of energy bills. Interest is paid on customer deposits at the rate of prime less 2% per annum. Deposits from electricity distribution customers are refundable to customers who demonstrate an acceptable level of credit risk as determined by the Company in accordance with policies set out by the OEB, or upon termination of their electricity distribution service.

h) Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

i) Regulatory balances

Regulatory deferral account debit balances represent costs incurred in excess of amounts billed to the customer at OEB approved rates. Regulatory deferral account credit balances represent amounts billed to the customer at OEB approved rates in excess of costs incurred by the Company.

Regulatory deferral account debit balances are recognized if it is probable that future billings in an amount at least equal to the deferred cost will result from inclusion of that cost in allowable costs for rate-making purposes. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or Other Comprehensive Income ("OCI"). When the customer is billed at rates approved by the OEB for the recovery of the deferred costs, the customer billings are recognized in revenue. The regulatory debit balance is reduced by the amount of these customer billings with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

The probability of recovery of the regulatory deferral account debit balances is assessed annually based upon the likelihood that the OEB will approve the change in rates to recover the balance. The assessment of likelihood of recovery is based upon previous decisions made by the OEB for similar circumstances, policies or guidelines issued by the OEB, etc. Any resulting impairment loss is recognized in the Statement of Comprehensive Income in the year incurred. When the Company is required to refund amounts to ratepayers in the future, the Company recognizes a regulatory deferral account credit balance. The offsetting amount is recognized in net movement in regulatory balances in the Statement of Comprehensive Income or OCI. The amounts returned to the customers are recognized as a reduction of revenue. The credit balance is reduced by the amount of these customer repayments with the offset to net movement in regulatory balances in the Statement of Comprehensive Income or OCI.

3. Significant accounting policies (continued)

j) Post-employment benefits

Pension plan

The Company provides a pension plan for all its full-time employees through Ontario Municipal Employees Retirement System ("OMERS"). OMERS is a multi-employer pension plan which operates as the Ontario Municipal Employees Retirement Fund ("the Fund"), and provides pensions for employees of Ontario municipalities, local boards and public utilities. The Fund is a contributory defined benefit pension plan, which is financed by equal contributions from participating employers and employees, and by the investment earnings of the Fund. To the extent that the Fund finds itself in an under-funded position, additional contribution rates may be assessed to participating employers and members.

OMERS is a defined benefit plan. However, as OMERS does not segregate its pension asset and liability information by individual employers, there is insufficient information available to enable the Company to directly account for the plan. Consequently, the plan has been accounted for as a defined contribution plan. The Company is not responsible for any other contractual obligations other than the contributions. Obligations for contributions to defined contribution pension plans are recognized as an employee benefit expense in the Statement of Comprehensive Income when they are due.

Post-employment benefits, other than pension

The Company provides some of its retired employees with life insurance and medical benefits beyond those provided by government sponsored plans.

The obligations for these post-employment benefit plans are actuarially determined by applying the projected unit credit method and reflect management's best estimate of certain underlying assumptions. Remeasurements of the net defined benefit obligations, including actuarial gains and losses and the return on plan assets (excluding interest), are recognized immediately in OCI. When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognized immediately in the Statement of Comprehensive Income.

k) Leases

The Company's accounting policy for leases is as follows:

At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

3. Significant accounting policies (continued)

k) Leases (continued)

The Company has elected to apply the practical expedient to account for each lease component and any non-lease components as a single lease component.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The assets are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. The lease term includes periods covered by an option to extend if the Company is reasonably certain to exercise that option. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has elected to apply the practical expedient not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases is recognized as an expense on a straight-line basis over the lease term.

3. Significant accounting policies (continued)

l) Finance income and finance expenses

Finance income is recognized as it accrues in the Statement of Comprehensive Income. Finance income comprises interest earned on cash.

Finance expenses comprise interest expense on borrowings and customer deposits. Finance expenses are recognized in the Statement of Comprehensive Income unless they are capitalized as part of the cost of qualifying assets.

m) Income taxes

The income tax expense comprises current and deferred tax. Income tax expense is recognized in the Statement of Comprehensive Income except to the extent that it relates to items recognized directly in equity, in which case, it is recognized in equity.

The Company is currently exempt from taxes under the Income Tax Act (Canada) and the Ontario Corporations Tax Act (collectively the "Tax Acts"). Under the Electricity Act, 1998, the Company makes payments in lieu of corporate taxes to the Ontario Electricity Financial Corporation ("OEFC"). These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Tax Acts as modified by the Electricity Act, 1998, and related regulations. Prior to October 1, 2001, the Company was not subject to income or capital taxes. Payments in lieu of taxes ("PILs") are referred to as income taxes.

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognized in respect of temporary differences between the tax basis of assets and liabilities and their carrying amounts for accounting purposes. Deferred tax assets and liabilities are recognized for unused tax losses, unused tax credits and temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted, at the reporting date.

4. Standards issued not yet adopted

There are new standards, amendments to standards and interpretations which have not been applied in preparing these financial statements. These standards or amendments relate to the measurement and disclosure of financial assets and liabilities. The extent of the impact on adoption of these standards and amendments has not yet been determined.

- i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1)
- ii. Property, Plant and Equipment – Proceeds before Intended Use (Amendments to IAS 16)
- iii. Annual Improvements to IFRS Standards 2018–2020

i. Classification of Liabilities as Current or Non-current (Amendments to IAS 1):

On January 23, 2020, the IASB issued amendments to IAS 1 Presentation of Financial Statements, to clarify the classification of liabilities as current or non-current. On July 15, 2020 the IASB issued an amendment to defer the effective date by one year. The amendments are effective for annual periods beginning on or after January 1, 2023. Early adoption is permitted.

For the purposes of non-current classification, the amendments removed the requirement for a right to defer settlement or roll over of a liability for at least twelve months to be unconditional. Instead, such a right must have substance and exist at the end of the reporting period. The amendments also clarify how a company classifies a liability that includes a counterparty conversion option.

The amendments state that settlement of a liability includes transferring a company's own equity instruments to the counterparty, and when classifying liabilities as current or non-current, a company can ignore only those conversion options that are recognised as equity.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2023. The extent of the impact of adoption of the standard has not yet been determined.

4. Standards issued not yet adopted (continued)

ii. Property, Plant and Equipment — Proceeds before Intended Use (Amendments to IAS 16):

On May 14, 2020, the IASB issued Property, Plant and Equipment — Proceeds before Intended Use (Amendments to IAS 16). The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted.

The amendments provide guidance on the accounting for sale proceeds and the related production costs for items a company produces and sells in the process of making an item of property, plant and equipment available for its intended use. Specifically, proceeds from selling items before the related item of property, plant and equipment is available for use should be recognized in profit or loss, together with the costs of producing those items.

The Company intends to adopt this standard in its financial statements for the annual period beginning January 1, 2022. The extent of the impact of adoption of the standard has not yet been determined.

iii. Annual Improvements to IFRS Standards 2018–2020:

On May 14, 2020, the IASB issued Annual Improvements to IFRS Standards 2018–2020.

The amendments are effective for annual periods beginning on or after January 1, 2022. Early adoption is permitted. The amendments relate to the following:

- IFRS 9 Financial Instruments*: Clarifies which fees are included for the purpose of performing the ‘10 per cent test’ for derecognition of financial liabilities.
- IFRS 16 Leases*: Removes the illustration of payments from the lessor relating to leasehold improvements in the Illustrative Example 13.
- IAS 41 Agriculture*: Removes the requirement to exclude cash flows for taxation when measuring fair value.

The Company intends to adopt these standards in its financial statements for the annual period beginning January 1, 2022. The Company does not expect these standards to have a material impact on the financial statements.

5. Cash

	2020	2019
Bank balances	\$ 28,298	\$ 3,428

6. Accounts receivable

	2020	2019
Trade receivables	\$ 41,125	\$ 32,083
Unbilled revenue	38,018	36,468
Other	9,296	5,451
Allowance for doubtful accounts	(3,730)	(2,633)
	\$ 84,709	\$ 71,369

Included in accounts receivable is approximately \$12.4 million (2019 - \$9.4 million) of customer receivables for water consumption that the Company bills and collects on behalf of the Corporation of the City of London. As the Company does not assume liability for collection of these amounts, any amount relating to water consumption that is determined to be uncollectible is charged to the Corporation of the City of London.

Also, included in the accounts receivable is \$1.4 million (2019 - \$0.4 million) of energy, water, and sundry receivables due from the Corporation of the City of London.

7. Materials and supplies

Amounts written down due to obsolescence during the year ended December 31, 2020 was \$0.1 million (2019 - \$0.1 million).

8. Property, plant and equipment

a) Cost or deemed cost:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other fixed assets	Construction in progress	Total
Balance at January 1, 2019	\$ 19,616	\$ 10,183	\$ 298,023	\$ 25,495	\$ 13,282	\$ 366,599
Additions	1,759	265	31,184	2,740	1,052	37,000
Disposals / retirements	-	(237)	(878)	(968)	-	(2,083)
Balance at December 31, 2019	\$ 21,375	\$ 10,211	\$ 328,329	\$ 27,267	\$ 14,334	\$ 401,516
Balance at January 1, 2020	\$ 21,375	\$ 10,211	\$ 328,329	\$ 27,267	\$ 14,334	\$ 401,516
Additions	1,056	225	34,399	4,179	(1,798)	38,061
Disposals / retirements	(1,145)	-	(883)	(639)	-	(2,667)
Balance at December 31, 2020	\$ 21,286	\$ 10,436	\$ 361,845	\$ 30,807	\$ 12,536	\$ 436,910

b) Accumulated depreciation:

	Land and buildings	Distribution substation equipment	Other distribution equipment	Other fixed assets	Construction in progress	Total
Balance at January 1, 2019	\$ 3,513	\$ 1,418	\$ 43,833	\$ 9,135	\$ -	\$ 57,899
Depreciation	875	301	10,917	2,747	-	14,840
Disposals / retirements	-	(47)	(856)	(961)	-	(1,864)
Balance at December 31, 2019	\$ 4,388	\$ 1,672	\$ 53,894	\$ 10,921	\$ -	\$ 70,875
Balance at January 1, 2020	\$ 4,388	\$ 1,672	\$ 53,894	\$ 10,921	\$ -	\$ 70,875
Depreciation	908	378	11,525	2,842	-	15,653
Disposals / retirements	(1,139)	-	(865)	(606)	-	(2,610)
Balance at December 31, 2020	\$ 4,157	\$ 2,050	\$ 64,554	\$ 13,157	\$ -	\$ 83,918

c) Carrying amounts:

Balance at	Land and buildings	Distribution substation equipment	Other distribution equipment	Other fixed assets	Construction in progress	Total
December 31, 2019	\$ 16,987	\$ 8,539	\$ 274,435	\$ 16,346	\$ 14,334	\$ 330,641
December 31, 2020	\$ 17,129	\$ 8,386	\$ 297,291	\$ 17,650	\$ 12,536	\$ 352,992

Property, plant and equipment includes a right-of-use asset with a carrying value of \$2.1 million (2019 - \$2.2 million) associated with property rented from the City of London with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year (see Note 16).

9. Intangible assets

a) Cost or deemed cost:

	Land rights	Capital contributions	Computer software	Intangible work in progress	Total
Balance at January 1, 2019	\$ 358	\$ 8,343	\$ 23,568	\$ 918	\$ 33,187
Additions	32	-	6,155	(169)	6,018
Disposals / retirements	-	-	(3,890)	-	(3,890)
Balance at December 31, 2019	\$ 390	\$ 8,343	\$ 25,833	\$ 749	\$ 35,315
Balance at January 1, 2020	\$ 390	\$ 8,343	\$ 25,833	\$ 749	\$ 35,315
Additions	116	-	5,410	182	5,708
Disposals / retirements	-	-	(5,216)	-	(5,216)
Balance at December 31, 2020	\$ 506	\$ 8,343	\$ 26,027	\$ 931	\$ 35,807

b) Accumulated amortization:

	Land rights	Capital contributions	Computer software	Intangible work in progress	Total
Balance at January 1, 2019	\$ 96	\$ 221	\$ 10,034	\$ -	\$ 10,351
Amortization	24	204	5,112	-	5,340
Disposals / retirements	-	-	(3,890)	-	(3,890)
Balance at December 31, 2019	\$ 120	\$ 425	\$ 11,256	\$ -	\$ 11,801
Balance at January 1, 2020	\$ 120	\$ 425	\$ 11,256	\$ -	\$ 11,801
Amortization	26	204	5,549	-	5,779
Disposals / retirements	-	-	(5,216)	-	(5,216)
Balance at December 31, 2020	\$ 146	\$ 629	\$ 11,589	\$ -	\$ 12,364

c) Carrying amounts:

Balance at	Land rights	Capital contributions	Computer software	Intangible work in progress	Total
December 31, 2019	\$ 270	\$ 7,918	\$ 14,577	\$ 749	\$ 23,514
December 31, 2020	\$ 360	\$ 7,714	\$ 14,438	\$ 931	\$ 23,443

10. Income tax recovery

Income tax recovery is comprised of:

	2020	2019
Current income tax		
Current year income tax expense (recovery)	\$ 574	\$ (384)
Amendment for prior period income tax credits	(10)	(311)
Adjustment for prior period income tax expense (recovery)	53	(335)
	617	(1,030)
Deferred tax		
Change in recognized deductible temporary differences:		
Loss on interest rate swap	(1,757)	(111)
Property, plant, equipment and intangible assets	3,085	4,760
Post-employment benefits	(85)	(16)
Deferred revenue	(654)	(822)
	589	3,811
Total current and deferred income tax in profit and loss, before movement of regulatory balance	1,206	2,781
Other comprehensive loss		
Post-employment benefits	(65)	(419)
Total current and deferred income tax, before movement of regulatory balances	1,141	2,362
Net movement in regulatory balances	(2,281)	(3,503)
Income tax recovery recognized in Statement of Comprehensive Income	\$ (1,140)	\$ (1,141)

Reconciliation of effective tax rate:

	2020	2019
Income before taxes	\$ 4,306	\$ 9,247
Canada and Ontario statutory income tax rates	26.5%	26.5%
Expected tax provision on income at statutory rates	1,141	2,450
Increase (decrease) in income taxes resulting from:		
Adjustment for prior years	43	-
Net movement in regulatory balances	(2,281)	(3,503)
Other items	(43)	(88)
	\$ (1,140)	\$ (1,141)

Significant components of the Company's deferred tax balances:

	2020	2019
Property, plant, equipment and intangible assets	\$ (17,873)	\$ (14,788)
Post-employment benefits	4,266	4,116
Deferred revenue	1,908	1,254
Future income taxes to be realized by customers	(11,699)	(9,418)
Loss on interest rate swap	2,193	436
	\$ (9,506)	\$ (8,982)

11. Regulatory balances

Reconciliation of the carrying amount for each class of regulatory balances:

Regulatory assets:

Regulatory deferral account debit balances	January 1, 2019	Changes	(Recovery)/ reversal	December 31, 2019	Remaining years
Group 1 deferred accounts	\$ 8,002	\$ (4,526)	\$ -	\$ 3,476	-
Regulatory settlement account	-	8,440	(3,443)	4,997	0.8
Other regulatory accounts	3,249	(121)	-	3,128	-
Income tax	5,915	3,503	-	9,418	-
	\$ 17,166	\$ 7,296	\$ (3,443)	\$ 21,019	

Regulatory deferral account debit balances	January 1, 2020	Changes	(Recovery)/ reversal	December 31, 2020	Remaining years
Group 1 deferred accounts	\$ 3,476	\$ 1,924	\$ -	\$ 5,400	-
Regulatory settlement account	4,997	(60)	(4,937)	-	-
Other regulatory accounts	3,128	2,858	(92)	5,894	0.7
Income tax	9,418	2,281	-	11,699	-
	\$ 21,019	\$ 7,003	\$ (5,029)	\$ 22,993	

Regulatory liabilities:

Regulatory deferral account credit balances	January 1, 2019	Changes	Recovery/ (reversal)	December 31, 2019	Remaining years
Regulatory settlement account	\$ 1,719	\$ (121)	\$ (1,598)	\$ -	-
Other regulatory accounts	412	1,080	847	2,339	2.3
	\$ 2,131	\$ 959	\$ (751)	\$ 2,339	

Regulatory deferral account credit balances	January 1, 2020	Changes	Recovery/ (reversal)	December 31, 2020	Remaining years
Other regulatory accounts	\$ 2,339	\$ 998	\$ 845	\$ 4,182	1.3
	\$ 2,339	\$ 998	\$ 845	\$ 4,182	

11. Regulatory balances (continued)

The regulatory balances are recovered or settled through fixed and/or volumetric rate riders approved by the OEB. The volumetric rate riders are determined using estimates of future consumption of electricity by its customers. Future consumption is impacted by various factors including the economy and weather. The Company has received approval from the OEB to establish its regulatory balances. Regulatory balances attract interest at OEB prescribed rates, which are based on Bankers' Acceptances three-month rate plus a spread of 25 basis points. The rate was set at 2.18% in the first and second quarters of 2020 (March 31, 2019 – 2.45%, June 30, 2019 – 2.18%), and 0.57% in the third and fourth quarters of 2020 (September 30, 2019 and December 31, 2019 – 2.18%).

a) Group 1 deferral accounts

The Group 1 deferral accounts consist of purchased power cost variances including the Smart Metering Entity Charge Variances. As a regulated distributor of electricity, the Company is obligated to provide energy supply to all consumers at regulated or spot rates unless they elect to purchase their energy from an energy retailer. The regulatory framework requires that all energy commodity and non-commodity costs be billed at regulated rates to consumers who are on the Regulated Price Plan.

Variances between purchase costs and amounts billed for electricity are required to be captured in the Retail Settlement Variance Accounts ("RSVA") for disposition through future rate riders. The variance accounts have been further defined by the regulator into commodity and non-commodity accounts. Those accounts defined as commodity accounts are eligible for regulatory review on a quarterly basis. All other accounts are defined as non-commodity and are currently eligible for review on an annual basis.

The RSVA variances were debit balances in 2018. On October 4, 2017, the Company filed its 2018 IRM rate application in which it proposed the disposition of the Group 1 account balances as at December 31, 2016 via rate riders. The OEB authorized the recovery of these balances over a one-year period commencing May 1, 2018.

11. Regulatory balances (continued)

b) Regulatory settlement account

During 2018, the Company filed its 2019 IRM rate application in which it proposed the recovery of the LRAMVA balance accumulated between January 1, 2016 and December 31, 2016, as well as the recovery of the 2018 Retail Transmission Service Rates Revenue Shortfall of the Group 1 accounts accumulated between May 1, 2018 and November 30, 2018 via rate riders. The OEB authorized the recovery of the LRAMVA balances over a one-year period commencing May 1, 2019 and the recovery of the 2018 Retail Transmission Service Rates Revenue Shortfall balance over an 18-month period commencing May 1, 2019.

c) Other regulatory accounts

Other regulatory account debit balances include various deferred costs in connection with LRAMVA, OEB Cost Assessment Variance, non-cash OPEB adjustment, Impacts Arising from the COVID-19 Emergency and Retail Cost Variances. During 2020, the Company deferred the implementation of its approved rates effective May 1, 2020 until November 1, 2020 due to the COVID-19 emergency. The Company has been approved to recover the forgone revenues via rate riders during a six-month period commencing on November 1, 2020.

Other regulatory account credit balances include pole attachment revenue variances and advanced funding for capital projects. The Company filed its 2017 COS rate application in 2016 which included a request for funding capital projects under the Advanced Capital Module and received an approval. During 2017, the Company filed its 2018 IRM rate application, which included a request for the recovery of such costs via rate riders. The OEB authorized the recovery of these costs via rate riders until the effective date of the next cost of service-based rate order. Distribution revenue repayable to customers representing tax savings as a result of increased capital cost allowance provided for through the Accelerated Investment Incentive introduced in Bill C-97 effective November 2018 is also included in other regulatory account credit balances.

d) Income tax

As a result, the Company has recognized a regulatory deferral account for the amount of deferred taxes that will ultimately be recovered from/paid back to its customers. This balance will fluctuate as the Company's deferred tax balance fluctuates.

12. Accounts payable and accrued liabilities

	2020	2019
Due to Independent Electricity System Operator	\$ 29,319	\$ 31,973
Harmonized sales tax	-	167
Payroll and benefits payable	4,016	3,382
Other	12,669	12,918
	\$ 46,004	\$ 48,440

13. Deferred revenue

	2020	2019
Capital contributions for completed projects	\$ 28,005	\$ 21,845
Deposits held	9,414	11,806
	37,419	33,651
Less: Current portion	3,092	2,771
	\$ 34,327	\$ 30,880

Capital contributions for completed projects are recognized as revenue on a straight-line basis over the life of the asset for which the contribution was received.

Included in deposits held is \$1.8 million (2019 - \$3.6 million) received from the Corporation of the City of London as contributions for the construction of capital assets.

14. Long-term debt

	2020	2019
Unsecured, committed extendible revolving loan bearing interest at prime, minus 0.5%, interest only payments	\$ -	\$ 30,000
Unsecured, non-revolving term instalment loan bearing interest at the 4.4 year Bankers' Acceptance rate of 2.7% plus a stamping fee of 0.28%, interest only payments due June 2022	40,000	40,000
Unsecured, non-revolving term instalment loan bearing interest at the 7.6 year Bankers' Acceptance rate of 2.46% plus a stamping fee of 0.30%, interest only payments due June 2022	85,000	85,000
Unsecured, non-revolving term instalment loan bearing interest at the 11.6 year Bankers' Acceptance rate of 1.53% plus a stamping fee of 0.44%, interest only payments due June 2032	75,000	-
	\$ 200,000	\$ 155,000

The unsecured, committed extendible revolving loan in the amount of \$30 million outstanding at December 31, 2019 was subsequently repaid with additional borrowing in the amount of \$75 million obtained December 4, 2020. The additional borrowing is with the Toronto Dominion Bank and is under an interest rate swap agreement for an unsecured loan. Interest only payments are due monthly and commenced December 2020. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.53%, plus a stamping fee of 0.44%, for an all-in rate of 1.97%.

The company entered into a futures contract with Toronto Dominion Bank on December 4, 2020 for \$125 million. The future contract will be converted into a swap agreement on June 30, 2022 to repay the \$40 million and \$85 million Royal Bank of Canada fixed rate swaps maturing June 2022. The swap agreement is a fixed rate swap and matures June 2032, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 1.69%, plus a stamping fee of 0.44%, for an all-in rate of 2.13%.

14. Long-term debt (continued)

The Company has an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$40 million. Interest only payments are due quarterly and commenced March 2018. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2022, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.7%, plus a stamping fee of 0.28%, for an all-in rate of 2.98%.

The Company has an interest rate swap agreement with the Royal Bank of Canada for an unsecured loan in the amount of \$85 million. Interest only payments are due quarterly and commenced December 2014. The principal is due at maturity. The agreement is a fixed rate swap and matures June 2022, which effectively converts variable interest rates on unsecured Bankers' Acceptances to an effective interest rate of 2.46%, plus a stamping fee of 0.30%, for an all-in rate of 2.76%.

The swap agreements entered into with Royal Bank of Canada and Toronto Dominion Bank do not meet the standard to apply hedge accounting. Accordingly, the interest rate swap contracts are recorded at their fair value at the end of the period with the unrealized gain or loss recorded in the Statements of Comprehensive Income as finance expenses. The unrealized loss for the year ended December 31, 2020 was \$6.6 million (2019 - \$0.4 million).

At December 31, 2020, the Company would be required to pay \$8.3 million (2019 - \$1.6 million) if it wished to cancel the swap agreements.

During the year ended December 31, 2020, interest on long-term debt was incurred in the amount of \$4.3 million (2019 - \$4.2 million).

Reconciliation of opening and closing balances for liabilities from financing activities:

	2020	2019
Balance, beginning of year	\$ 155,000	\$ 141,522
Add: Advances	75,000	15,000
Less: Repayments	30,000	1,522
	\$ 200,000	\$ 155,000

15. Post-employment benefits

a) OMERS pension plan

The Company provides a pension plan for its employees through OMERS. The plan is a multi-employer, contributory defined pension plan with equal contributions by the employer and its employees. During the year ended December 31, 2020, the Company made employer contributions of \$3.2 million to OMERS (2019 - \$3.1 million), of which \$0.8 million (2019 - \$0.8 million) has been capitalized as part of PP&E and the remaining amount of \$2.4 million (2019 - \$2.3 million) has been recognized in the Statement of Comprehensive Income. The Company estimates that a contribution of \$3.3 million to OMERS will be made during the next fiscal year.

As at December 31, 2020, OMERS had approximately 525,981 members, of whom 324 are employees of the Company. The most recently available OMERS annual report is for the year ended December 31, 2020, which reported that the plan was 97% funded, with an unfunded liability of \$3.2 billion. This unfunded liability is likely to result in future payments by participating employers and members.

b) Post-employment benefits other than pension

The Company pays certain medical and life insurance benefits on behalf of some of its retired employees. The Company recognizes these post-employment benefits in the year in which employees' services were rendered. The Company is recovering its post-employment benefits in rates based on the expense and remeasurements recognized for post-employment benefit plans. The information that follows was obtained from the most recent actuarial valuation as at December 31, 2020.

15. Post-employment benefits (continued)

b) Post-employment benefits other than pension (continued)

Reconciliation of the obligation:

	2020		2019	
Defined benefit obligation, beginning of year	\$	15,535	\$	13,895
Included in profit or loss:				
Current service costs		493		393
Past service costs		90		-
Interest cost		462		518
Other benefits		52		11
		1,097		922
Benefits paid		(776)		(864)
		321		58
Actuarial (gains) / losses included in OCI:				
Changes in demographic assumptions		(1,257)		-
Changes in financial assumptions		1,465		1,540
Effect of experience adjustments		36		42
		244		1,582
Defined benefit obligation, end of year	\$	16,100	\$	15,535

Actuarial assumptions:

	2020	2019
Discount (interest) rate	2.5%	3.1%
Salary levels	4.0%	4.0%
Immediate medical costs	5.0%	5.3%
Ultimate medical costs	4.0%	4.0%
Dental cost rate	4.0%	4.0%
Year ultimate rate reached	2040	2040

A 1% increase in the assumed discount rate would result in the defined benefit obligation decreasing by \$2.4 million. A 1% decrease in the assumed discount rate would result in the defined benefits obligation increasing by \$2.6 million.

16. Lease liability

The Company has a lease liability in connection with a right-of-use asset associated with property rented from the City of London included in property, plant and equipment with an initial measurement of \$2.3 million, amortized on a straight-line basis over 40 years commencing with the 2018 fiscal year.

Right-of-use-asset:

	2020		2019	
Cost:				
Balance, beginning of year	\$	2,319	\$	2,319
Balance, end of year	\$	2,319	\$	2,319
Accumulated depreciation:				
Balance, beginning of year	\$	116	\$	58
Depreciation		58		58
Balance, end of year	\$	174	\$	116
Carrying amount	\$	2,145	\$	2,203

Lease liability:

	Future minimum lease payments	Interest	Present value of minimum lease payments
Less than one year	\$ 100	\$ 66	\$ 34
Between one and five years	400	255	145
More than five years	3,200	1,155	2,045
	\$ 3,700	\$ 1,476	\$ 2,224

17. Share capital

	2020	2019
Authorized:		
An unlimited number of common shares		
An unlimited number of non-voting, non-cumulative preference shares, redeemable at the paid-up amount		
Issued:		
1,001 common shares	\$ 96,116	\$ 96,116

Dividends

The holders of the common shares are entitled to receive dividends as declared from time to time. On March 31, 2020, the Board of Directors declared a \$5.0 million special dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021. On March 27, 2019 the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, in quarterly installments in 2019.

18. Revenue from contracts with customers

The Company generates revenue primarily from electricity rates and the distribution of electricity to its customers. These revenues disaggregated by type of customer are illustrated below:

Electricity rates:

	2020	2019
Residential	\$ 173,899	\$ 122,925
Commercial	245,290	230,628
Large users	13,817	10,301
Other	3,231	2,892
	\$ 436,237	\$ 366,746

Distribution revenue:

	2020	2019
Residential	\$ 45,535	\$ 44,312
Commercial	22,608	23,279
Large users	697	749
Other	1,399	1,386
	\$ 70,239	\$ 69,726

19. Other revenue

	2020	2019
City of London services	\$ 4,027	\$ 4,009
Late payment charges	1,471	1,699
Customer billing service fees	937	864
Pole and other rental income	928	885
Other services, recoveries and sundry revenues	893	1,401
Sale of scrap	803	834
Amortization of deferred revenue	678	525
Occupancy charges	578	596
Income tax incentive credits	495	480
Renewable generation revenue	348	322
Collection charges	42	132
Gain on disposal of property, plant and equipment	28	31
	\$ 11,228	\$ 11,778

20. Operating expenses

	2020	2019
Labour and benefits	\$ 27,695	\$ 27,133
Professional services	5,811	5,998
Computer hardware and software	3,217	2,815
Rental, regulatory and other expenses	2,274	1,943
Facilities maintenance and repair	1,528	1,668
Property tax and insurance	1,263	1,208
Postage	1,090	1,258
Corporate training and employee expenses	994	1,233
Materials and supplies	973	995
Fleet operations and maintenance	943	897
Bad debts	800	737
Office equipment services and maintenance	418	417
Allocations to capital and billable activities	(2,096)	(2,073)
	\$ 44,910	\$ 44,229

21. Finance (income) and expenses

	2020	2019
Finance income		
Interest income on bank deposits	\$ (105)	\$ (140)
Finance expenses		
Interest on long-term debt	4,332	4,216
Interest on short-term debt	29	118
Lease liability interest	67	68
Other	74	224
	4,502	4,626
Change in interest rate swap		
Unrealized loss on interest rate swap	6,630	419
Net finance expense	\$ 11,027	\$ 4,905

22. Due to shareholder

Trade balances due to shareholder:

	2020	2019
Water consumption	\$ 5,349	\$ 6,550
Non-interest bearing trade balance due to shareholder, without stated repayment terms	400	402
	\$ 5,749	\$ 6,952

The Company delivers electricity to the City of London throughout the year for the electricity needs of the City of London and its related organizations. Electricity delivery charges are at prices and under terms approved by the OEB. The Company also provides additional services to the City of London, including water and waste water billing, customer care services and water meter replacement administrative services.

During the year ended December 31, 2020, the Company billed customers for water related service on behalf of the shareholder and remitted funds to the shareholder in the amount of \$187.6 million (2019 – \$174.4 million). The shareholder paid \$3.9 million (2019 - \$3.9 million) for this service.

During the year ended December 31, 2020, the Company performed water meter replacement administrative services on behalf of the shareholder. The shareholder paid \$0.1 million (2019 – \$0.1 million) for this service.

23. Commitments and contingencies

General

From time to time, the Company is involved in various litigation matters arising in the ordinary course of its business. The Company has no reason to believe that the outcome of any of these matters could reasonably be expected to have a materially adverse impact on the Company's financial position, results of operations or its ability to carry on any of its business activities.

General Liability Insurance

The Company is a member of the Municipal Electric Association Reciprocal Insurance Exchange ("MEARIE"). MEARIE is a pooling of public liability insurance risks of many of the LDCs in Ontario. All members of the pool are subjected to assessment for losses experienced by the pool for the years in which they were members, on a pro-rata basis based on the total of their respective service revenues. As at December 31, 2020, no assessments have been made.

Letters of credit

At December 31, 2020, the Company had provided \$4.3 million (2019 – \$6.6 million) in bank standby letters of credit to the IESO.

Vendor commitments

The Company has commitments in connection with Infrastructure projects of nil (2019 – \$0.2 million), new vehicle acquisitions of \$0.5 million (2019 - \$1.1 million) and Information Systems projects of nil (2019 - \$0.3 million).

Operating leases

The Company is committed to lease agreements for various vehicles, equipment and property rights. The future minimum non-cancellable annual lease payments are as follows:

	2020	2019
Less than one year	\$ 309	\$ 319
Between one and five years	587	868
More than five years	20	61
	\$ 916	\$ 1,248

The Company does not recognize right-of-use assets and lease liabilities for leases of low-value assets or leases with lease terms that are less than 12 months. Lease payments associated with these arrangements are instead recognized as an expense over the term on either a straight-line basis, or another systematic basis if more representative of the pattern of benefit. Operating leases expensed during the year ended December 31, 2020 was of \$0.3 million (2019 - \$0.4 million).

24. Joint venture agreement

On January 1, 2013, The Company entered into an agreement with London District Renewable Energy Co-Operative Inc. ("LDREC") to create a joint venture with the legal name "London Renewable Energy Initiative" for the intention of identifying, applying for and constructing solar projects that have been approved under the Feed-in Tariff ("FIT") government program. The Company has a 49% equity interest in LDREC while appointing 60% of the members of the Executive Committee resulting in controlling interest. To date no significant work has been completed and no amounts have been recorded in these financial statements in connection with this venture.

25. Financial instruments and risk management

Fair value disclosure

The carrying values of cash, accounts receivable, due to shareholder and accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments. The carrying value of the customer deposits approximates fair value because the amounts are payable on demand.

The fair value of the long-term debt at December 31, 2020 is \$205 million (2019 - \$156 million). The fair value is calculated based on the present value of future principal and interest cash flows, discounted at the current rate of interest at the reporting date. The interest rate used to calculate fair value at December 31, 2020 was 1.15% (2019 - 2.58%).

Financial risks

The Company understands the risks inherent in its business and defines them broadly as anything that could impact its ability to achieve its strategic objectives. The Company's exposure to a variety of risks such as credit risk, interest rate risk, and liquidity risk, as well as related mitigation strategies are discussed below.

a) Credit risk

Financial assets carry credit risk that a counter-party will fail to discharge an obligation which would result in a financial loss. Financial assets held by the Company, such as accounts receivable, expose it to credit risk. The Company primarily assesses credit risk exposure by customer segment. Concentrations of consumption by segment or individual customer, may impact risk due to varying energy consumption patterns and allowable security deposit requirements associated with each segment. The Company is not exposed to a significant concentration of credit risk within any customer segment or individual customer. No single customer accounts for revenue in excess of 10% of total revenue.

25. Financial instruments and risk management (continued)

a) Credit risk (continued)

The carrying amount of accounts receivable is reduced through the use of an allowance for impairment and the amount of the related impairment loss is recognized in the Statement of Comprehensive Income as bad debt expense. Subsequent recoveries of receivables previously provisioned are credited to the Statement of Comprehensive Income. The balance of the allowance for impairment loss at December 31, 2020 is \$3.7 million (2019 - \$2.6 million). During the year ended December 31, 2020, bad debt expense was \$0.8 million (2019 - \$0.7 million).

At December 31, 2020, approximately \$1.4 million (2019 - \$1.0 million) is included in the allowance for doubtful accounts for uncollectible amounts relating to water consumption. No bad debt expense has been realized in the Statement of Comprehensive Income in connection with water consumption as these amounts are fully recovered from the City of London.

The carrying amount of Regulatory asset balances is reduced by use of an allowance of impairment and the amount of the related impairment is recognized in the Statement of Comprehensive Income. The balance of the impairment as at December 31, 2020 is \$0.8 million (2019 - nil). The impairment is associated with the potential of unrecoverable amounts within the COVID deferral account.

The Company's credit risk associated with accounts receivable is primarily related to payments from distribution customers. At December 31, 2020, approximately \$3.2 million (2019 - \$2.2 million) is considered 60 days past due. The Company has approximately 162 thousand customers, the majority of whom are residential.

By regulation, the Company is responsible for collecting both the distribution and energy portions of the electricity bill. On average, the Company earns 23% of amounts billed to customers with the remaining 77% being collected for other parties. The Company is therefore exposed to a credit risk substantially greater than the income that it regularly earns.

Credit risk is managed through collection of security deposits from customers in accordance with directions provided by the OEB. At December 31, 2020, the Company held deposits in the amount of \$4.9 million (2019 - \$4.4 million). If presented with substantial credit losses, the Company has the ability to make an application to the regulator for recovery of those losses through distribution rate adjustments in future years.

25. Financial instruments and risk management (continued)

b) Market risk

Market risks primarily refer to the risk of loss that result from changes in commodity prices, foreign exchange rates, and interest rates. The Company currently does not have significant commodity or foreign exchange risk. The Company is exposed to fluctuations in interest rates as the regulated rate of return for the Company's distribution business is derived using a complex formulaic approach which is in part based on the forecast for long-term Government of Canada bond yields. This rate of return is approved by the OEB as part of the approval of distribution rates.

A 1% increase or decrease in the interest rate at December 31, 2020 would have no impact on interest expense on the long-term debt as all debt instruments are fixed. A 1% increase in the interest rate at December 31, 2019 would have increased interest expense on the long-term debt by \$0.3 million, assuming all other variables remained constant. A 1% decrease in the interest rate at December 31, 2019 would have had an equal but opposite effect.

c) Liquidity risk

The Company monitors its liquidity risk to ensure access to sufficient funds to meet operational and investing requirements. The Company's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest exposure. The Company monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due. The majority of accounts payable, as reported on the Statement of Financial Position, are due within 30 days.

The Company has an uncommitted operating revolving line of credit facility of \$20.0 million with the Toronto Dominion Bank. At December 31, 2020 the amount drawn by the Company under this line of credit was nil (2019 - nil). The line of credit is unsecured and interest is at bank prime rate on prime based borrowings minus 0.5%, or at Bankers' Acceptances ("B/A") rates plus a 0.75% stamping fee on B/A based borrowings.

At December 31, 2020 the Company had repaid a committed 364 day extendable operating revolving loan facility with the Toronto Dominion Bank (2019 - \$30.0 million).

The Company also has a bilateral facility for \$4.3 million for the purpose of issuing letters of credit mainly to support the prudential requirements of the IESO, of which nil has been drawn and posted with the IESO (2019 - nil).

25. Financial instruments and risk management (continued)

d) Capital disclosures

The main objectives of the Company, when managing capital, are to ensure ongoing access to funding to maintain and improve the electricity distribution system, compliance with covenants related to its credit facilities, prudent management of its capital structure with regard for recoveries of financing charges permitted by the OEB on its regulated electricity distribution business, and to deliver the appropriate financial returns.

The Company's definition of capital includes shareholder's equity and long-term debt.

	2020	2019
Long-term debt	\$ 200,000	\$ 155,000
Shareholder's equity	175,136	174,690
	<u>\$ 375,136</u>	<u>\$ 329,690</u>

26. Impact of COVID-19

The COVID-19 outbreak was declared a pandemic by the World Health Organization on March 11, 2020. This has resulted in governments worldwide, including the Canadian and Ontario governments, enacting emergency measures to combat the spread of the virus. The Government of Ontario originally announced a state of emergency on March 17, 2020 which remained in effect until July 24, 2020 when the Reopening Ontario Act, 2020 was introduced providing for restrictive orders. A secondary state of emergency was declared effective January 14, 2021 until February 16, 2021. These measures, which include the implementation of travel bans, self-imposed quarantine periods and physical distancing, have caused material disruption to businesses globally and in Ontario resulting in an economic slowdown. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions however the success of these interventions is not currently determinable. The OEB has informed the Company that it is to track any COVID-19 related expenses including bad debt expenses through a deferral account for potential future recovery. The current challenging economic climate may lead to adverse changes in cash flows, working capital levels and/or debt balances, which may also have a direct impact on the Company's operating results and financial position in the future. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and our business are not known at this time.

27. Subsequent event

On March 30, 2021, the Board of Directors declared a \$5.0 million dividend payable to the sole shareholder, the Corporation of the City of London, to be paid by the end of 2021.



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R E P O R T

O N

P R O G R E S S

CEO MESSAGE

Here at London Hydro, 2020 began on a very positive note filled with initiatives to make our system more robust and resilient and to serve our customers better. The COVID-19 pandemic put all that in doubt. Initially, we grappled with how to cope. Like everyone, we asked ourselves: What do we do now?

As I reflect on this past year, I am filled with sadness at all the loss and grief the pandemic caused in 2020. Yet, I have to say that I am also very proud of how our organization and our employees responded. Very quickly, we began planning our path forward. We knew we would face plenty of adversity. Our challenge would be to find ways to overcome every obstacle, safely and responsibly.

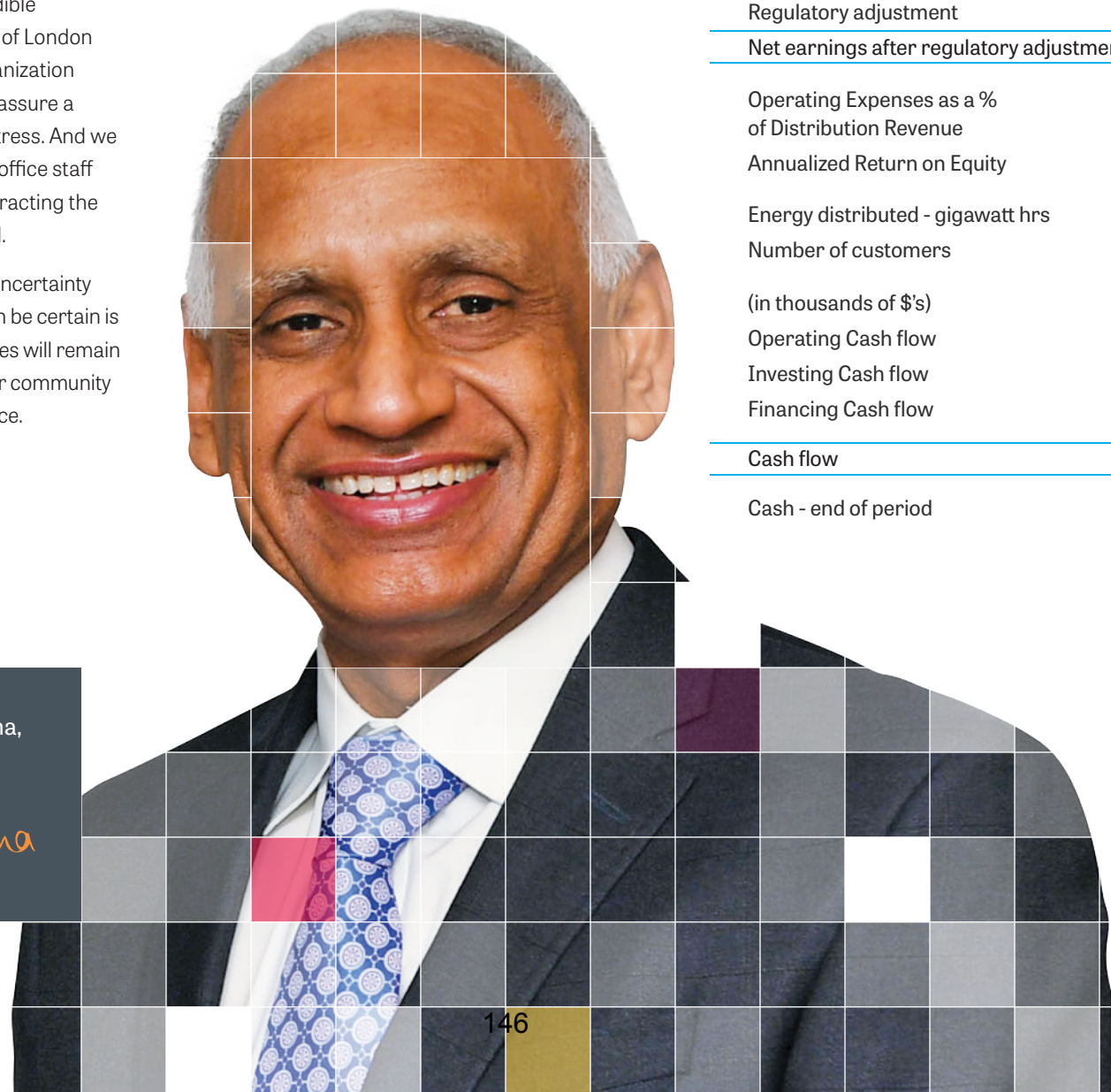
As an essential service, we have a duty to ensure the continued safety and reliability of the supply of electricity to our community. In keeping with that duty, we instituted strict safety protocols and provided PPE for all our field staff and essential inside workers. Office staff were immediately instructed to work remotely and London Hydro

provided all necessary support. We responded to the urgent need for financial relief in our community through every means available to us. We communicated openly and honestly with our customers and the community. And we moved forward with capital projects that improved our grid and service capacity. Every adversity was confronted and, through teamwork and collaboration, was overcome.

As you read through this report, you'll see example after example of the incredible determination and professionalism of London Hydro employees. You'll see an organization and its employees responding to reassure a community filled with anxiety and stress. And we accomplished all this with only two office staff who were working from home contracting the virus, both of whom have recovered.

Looking forward, while a degree of uncertainty still exists, one thing of which you can be certain is that London Hydro and our employees will remain committed to our customers and our community no matter what obstacles we may face.

Vinay Sharma,
CEO

YTD RESULTS FOR THE PERIOD ENDED

FINANCIAL HIGHLIGHTS

	ACTUAL 31-Dec-20	ACTUAL 31-Dec-19	CHANGE	PLAN 31-Dec-20	% OF PLAN
Energy Distributed - Gigawatt Hrs	3,162.2	3,208.5	(46.3)	3,263.0	(3.1)%
<i>(in thousands of \$'s)</i>					
Sale of Energy	\$436,237	\$366,746	\$69,491	\$472,365	(7.6)%
Distribution revenue	70,239	69,726	513	69,957	0.4 %
Other revenue	11,228	11,778	(550)	10,642	5.5 %
Cost of power	433,635	368,249	65,386	472,358	(8.2)%
Operating expenses	44,910	44,229	681	47,167	(4.8)%
Amortization expenses	21,432	20,180	1,252	21,242	0.9 %
Net finance costs	11,027	4,905	6,122	6,010	83.5 %
Income taxes	1,206	2,781	(1,575)	(579)	(308.3)%
Net earnings before regulatory adjustments	5,494	7,906	(2,412)	6,766	(18.8)%
Regulatory adjustment	196	4,064	(3,868)	1,398	(86.0)%
Net earnings after regulatory adjustments	5,690	11,970	(6,280)	8,164	(30.3)%
Operating Expenses as a % of Distribution Revenue	63.9%	63.4%			
Annualized Return on Equity	3.3%	7.0%			
Energy distributed - gigawatt hrs	3,162.2	3,208.5	(1.4)%		
Number of customers	162,140	160,599	1.0%		
<i>(in thousands of \$'s)</i>					
Operating Cash flow	19,140	31,808			
Investing Cash flow	(39,238)	(38,120)			
Financing Cash flow	44,968	8,446			
Cash flow	24,870	2,134			
Cash - end of period	28,298	3,428			

“COMMERCE” HELPS COMMERCIAL CUSTOMERS

BETTER MANAGE USAGE

In 2019, London Hydro introduced the Interval Data Centre (IDC) to provide commercial customers with a powerful energy monitoring application that helped them better manage their energy consumption and control their costs.

Fast forward to 2020 and thanks to many customer-driven updates, IDC was rebranded as “Commerce” and now provides users with many new features that make it better suited to their needs.

Customers were first introduced to the rebranded site through a marketing campaign that included an e-newsletter, an Industrial Conservation Initiative (ICI) customer webinar in May, followed by a broader virtual customer engagement session in November. London Hydro staff also conducted virtual one-on-one consultations with many customers to do walk-throughs of the site and its new features.

THE RESPONSE HAS BEEN VERY POSITIVE

The new site has proven to be very popular with users. The stats below indicate the number of times various features were accessed.

- The Dashboard - 3,586
- The Detail Profile - 2,143
- Google Maps Location Details - 1,915
- Global Adjustment - 371
- Daily Totals - 341
- The Cost Estimator tool - 233
- There were 4,436 logins

IT KEPT GETTING BETTER AND BETTER

Throughout the year, as we were introducing Commerce, we were also receiving feedback and input from customers that enabled us to make further upgrades to make the site even more useful and productive for customers. They include:

- Email and Secure File Transfer Protocol (SFTP) Integration which enables easier integration to Commerce for non-London Hydro meters.
- Improved the look and feel and user experience through redesigned Global Adjustment (GA) reports and enhanced stacked bar graphs.
- Enhanced the GA Tracker feature by displaying current and adjusted provincial peaks.
- Historical Meter Comparison allows users to view two periods of time on the same graph .
- User Preference gives users the ability to configure certain default settings and customize the application to suit their needs.
- Auto suggest - Delegate Notifications, which allows businesses to delegate their Commerce application to multiple employees or third-parties who track energy.

LONDON HYDRO STEPPED UP

WHEN OUR COMMUNITY WAS HURTING

While it is still far from over, the COVID-19 pandemic took its toll on our community in 2020. And when the community in which we live and work and the customers we serve were under such duress, we're proud that our organization stepped up and became a source of comfort and reassurance during a time of great stress and anxiety.

WE VOWED TO KEEP THE LIGHTS ON AND MAINTAIN OUR LEVEL OF SERVICE

Following all the necessary measures based on Health Canada guidelines and protected with the appropriate PPE, our field staff continued to respond to calls and maintain the safety and integrity of our grid. And, in the midst of the lockdown, a storm response crew went to Chatham to help restore power after high winds knocked out power to most of the area.

London Hydro office staff immediately adjusted to working remotely and continued to provide the high level of service our customers have come to expect.

WHEN OUR COMMUNITY WAS IN NEED, WITHOUT HESITATION, WE GAVE BACK

To demonstrate our gratitude to health care workers in London, London Hydro donated 3,000 N95 masks at a time when they were in short supply everywhere.



As an organization, London Hydro donated \$400,000 to the Low-income Energy Assistance Program (LEAP) administered by the Salvation Army to help the most vulnerable members of our community pay their energy bills. And we worked with all customers who were having difficulty paying their accounts to make extended payment arrangements.

London Hydro employees generously raised and donated \$25,000 to local charities – including \$4,400 to the Salvation Army Christmas Hamper Program -- so that they could continue their important work in our community.

Through it all over the course of the year, our CEO was front and centre reassuring the community and leading our organization with a message of hope, understanding and compassion.

As difficult as 2020 was, if we all continue to work towards a common goal to put it behind us, together we make 2021 a year filled with promise and progress.

Not only did our staff step up to the challenge of following new safety protocols while maintaining a high level of customer service, employees also contributed over \$46,800 to local charities.

ACCESSIBILITY

WAS A KEY COMPONENT OF OUR COMPREHENSIVE WEBSITE UPDATE

Right from the outset, ensuring our new website remained fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and WCAG 2.0 guidelines was a top priority. It was essential that the information, resources, tools and services on the site remain quickly and easily accessible for all of our customers.

London Hydro retained the services of local experts to conduct an extensive accessibility review. From June 29 to July 7, 2020, their team used multiple automated and manual tools to evaluate the accessibility of our redesigned website and make recommendations for improvement. Every recommendation made was immediately incorporated into the redesign.

After running a secondary scan of the site to ensure all remediation actions were taken, the London Hydro website was officially recognized as being AODA "AA" and WCAG 2.0 compliant in August. This contributed to receiving the EDA Customer Service Excellence Award.

At London Hydro, we recognize that ensuring all our properties and services remain fully accessible to all our customers is an ongoing commitment to identifying barriers and removing them. In keeping with that commitment, all of our digital properties will be monitored and reviewed regularly to meet current standards, guidelines and regulations.



IN A TIME OF CRISIS

COLLABORATION IS CRITICAL

As we confronted the challenges presented by this pandemic, we closely monitored and reviewed all communications from the government and health agencies to ensure every available resource was incorporated into our response.

In addition to providing emergency relief in the form of a freeze on power disconnections, an extension of fixed TOU and Tier RPP rates, and the COVID-19 Energy Assistance Program (CEAP). London Hydro went above and beyond the requirements by extending the disconnection ban and providing resources and payment arrangements to help our customers.

London Hydro developed a comprehensive Safety Protocols for London Hydro Employees book that was distributed to all employees. Our Safety Protocols for London Hydro Employees book was distributed to all employees. It proved to be instrumental in our efforts to keep the lights on and continue with infrastructure projects while, at the same time, making the health and safety of our employees and customers our first priority.



FOR US, PROTECTING THE ENVIRONMENT

IS JUST THE SMART THING TO DO

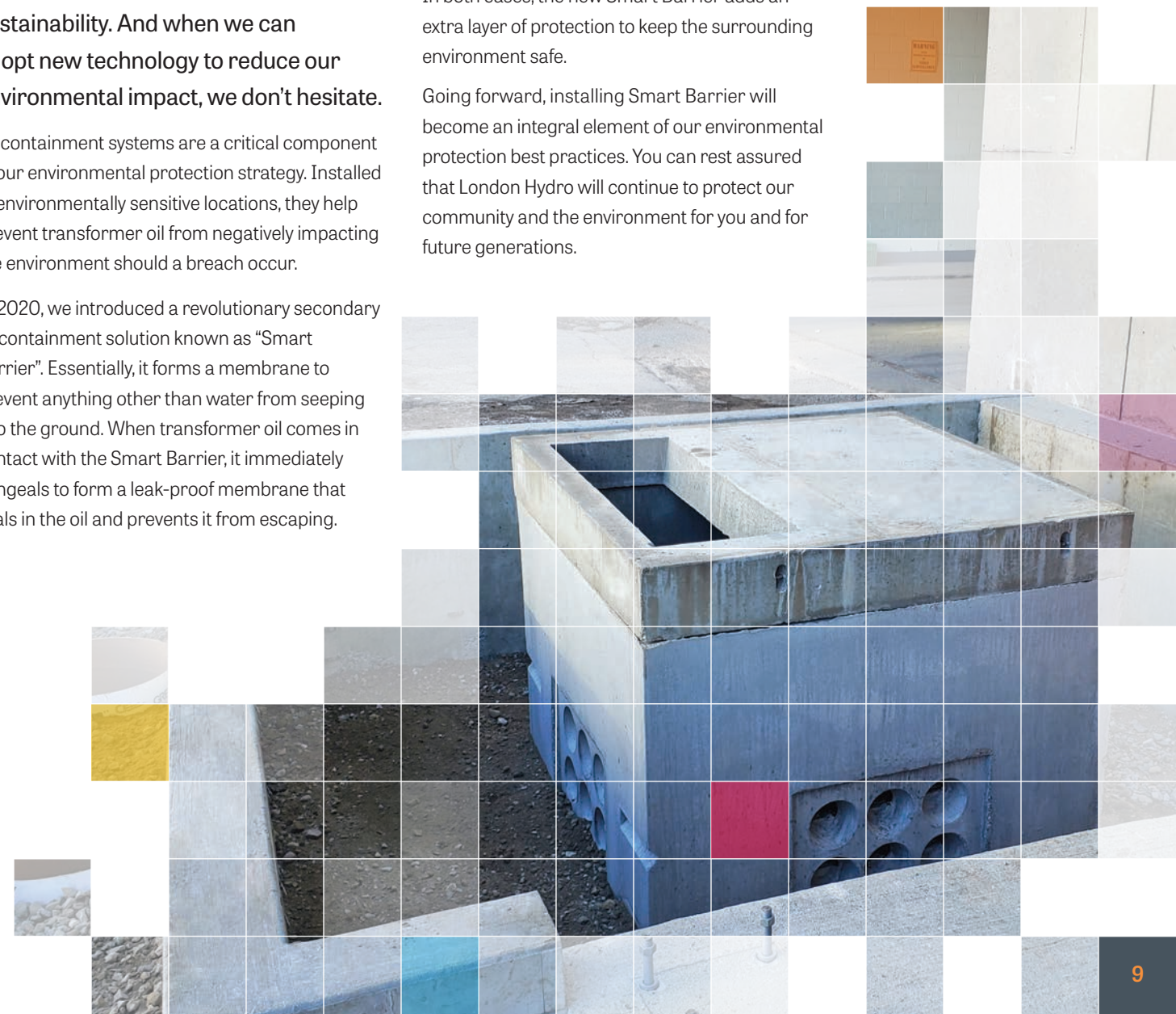
Fundamental to our organization and everything we do is a commitment to design, construct, operate and maintain our equipment to ensure environmental sustainability. And when we can adopt new technology to reduce our environmental impact, we don't hesitate.

Oil containment systems are a critical component of our environmental protection strategy. Installed at environmentally sensitive locations, they help prevent transformer oil from negatively impacting the environment should a breach occur.

In 2020, we introduced a revolutionary secondary oil containment solution known as "Smart Barrier". Essentially, it forms a membrane to prevent anything other than water from seeping into the ground. When transformer oil comes in contact with the Smart Barrier, it immediately congeals to form a leak-proof membrane that seals in the oil and prevents it from escaping.

London Hydro completed two large transformer installation projects in 2020 at City Centre, a dense urban area near storm sewers, and SUB-39 near an ecologically sensitive area. In both cases, the new Smart Barrier adds an extra layer of protection to keep the surrounding environment safe.

Going forward, installing Smart Barrier will become an integral element of our environmental protection best practices. You can rest assured that London Hydro will continue to protect our community and the environment for you and for future generations.



DIGITAL GRID TECHNOLOGY

MAKES COMMUNICATION FASTER,
EASIER AND SAFER

Historically, determining the status of relays in the downtown network meant relying on employees physically going into underground vaults to check on them and communicate with the surface by radio. Not exactly the safest or most efficient solution.

That's why London Hydro Engineering and Operations began exploring Digital Grid technology, which uses existing primary and secondary cables in combination with Power Line Carriers (PLC) communication technology, as a way to significantly improve upon the current outdated radio-based system.

USING EXISTING CABLES TO TRANSMIT DATA

By using existing cables to transmit and receive Supervisory control and data acquisition (SCADA)/Outage Management System (OMS) information using PLC technology, London Hydro avoids the need to install additional communication infrastructure, saving time and money. A section of the northern edge of the Downtown network was selected to be Phase One, and was installed in early 2020.

London Hydro engaged the services of Digital Grid, a US-based supplier of PLC technology and services, to supply the equipment which was installed by our internal staff. Digital Grid engineers were scheduled to complete the final commissioning and fine-tune the communication frequencies in late 2020.

THE COVID-19 BORDER CLOSURE PUT THE PROJECT ON HOLD

Unfortunately, the conversion is now on hold because the Digital Grid personnel can't travel to Canada. As soon as travel restrictions are lifted, we will proceed with a 5-year installation rollout to have the entire downtown core covered by 2025.

BETTER SERVICE AND SAFER WORK ENVIRONMENTS

This new transformational communication technology will automate and update the oldest part of the downtown network and enable us to better serve our downtown customers. Once operational, we will be able to receive real-time insight, data and situational awareness so that, in the event of a problem, we can respond faster and minimize supply disruptions.

The new system also enhances employee safety by eliminating the need to go into underground vaults in many situations.



OUR 2020 CUSTOMER SATISFACTION SURVEY

IS EXTRA RELEVANT DURING THIS DIFFICULT YEAR

Each year, we retain the services of a 3rd party consultant to conduct a satisfaction survey of London Hydro customers on our behalf. While the feedback we receive every year gives us critical insights into how we can improve our service, this year's survey and feedback are even more critical.

The difficulties the COVID-19 pandemic has created for our customers were unprecedented, and we were resolved to ensure we did everything possible to meet your needs.

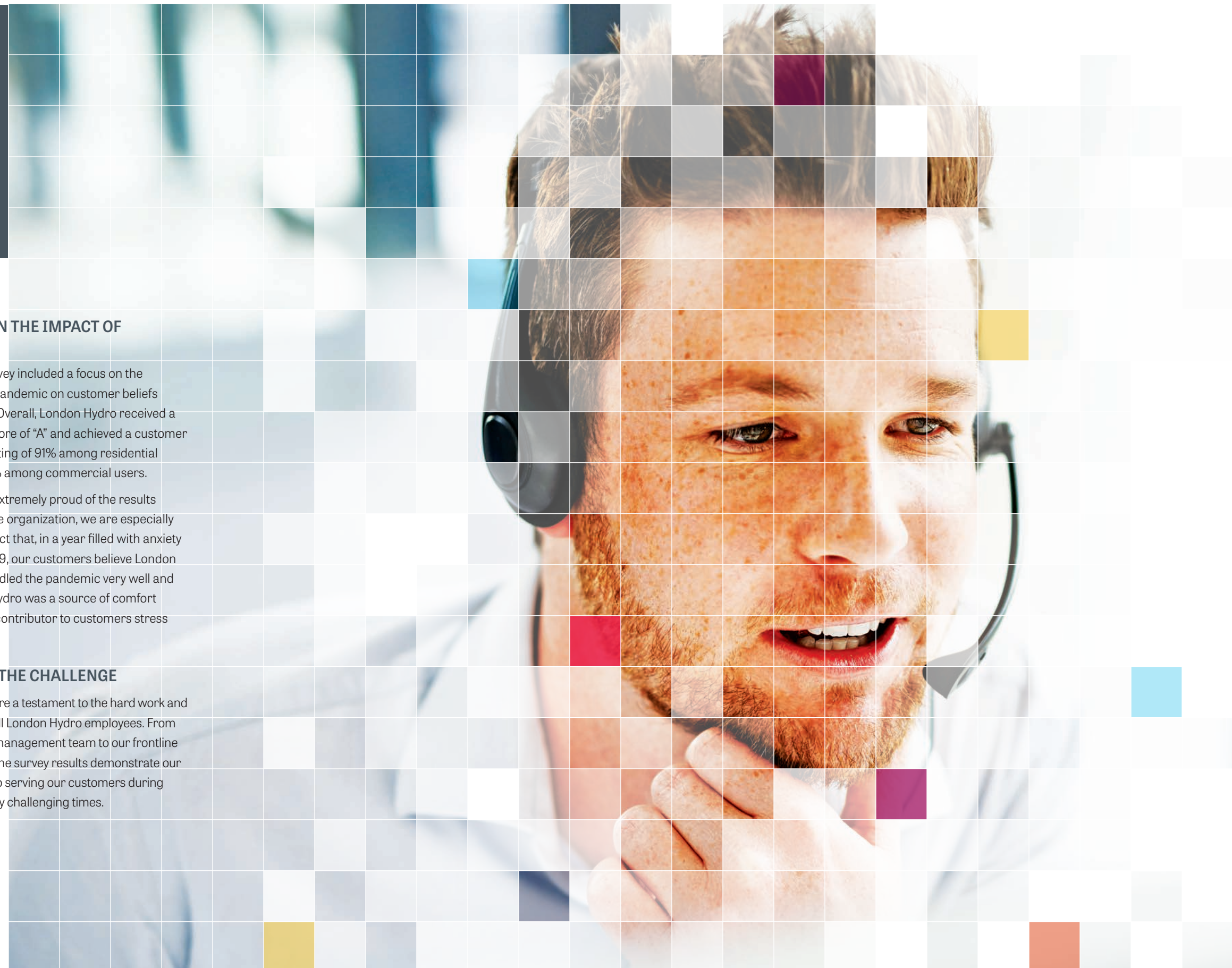
A FOCUS ON THE IMPACT OF COVID-19

This year's survey included a focus on the effects of the pandemic on customer beliefs and attitudes. Overall, London Hydro received a report card score of "A" and achieved a customer satisfaction rating of 91% among residential users and 93% among commercial users.

While we are extremely proud of the results achieved by the organization, we are especially proud of the fact that, in a year filled with anxiety about COVID-19, our customers believe London Hydro has handled the pandemic very well and that London Hydro was a source of comfort rather than a contributor to customers stress levels in 2020.

RISING TO THE CHALLENGE

These results are a testament to the hard work and dedication of all London Hydro employees. From our executive management team to our frontline field workers, the survey results demonstrate our commitment to serving our customers during these extremely challenging times.

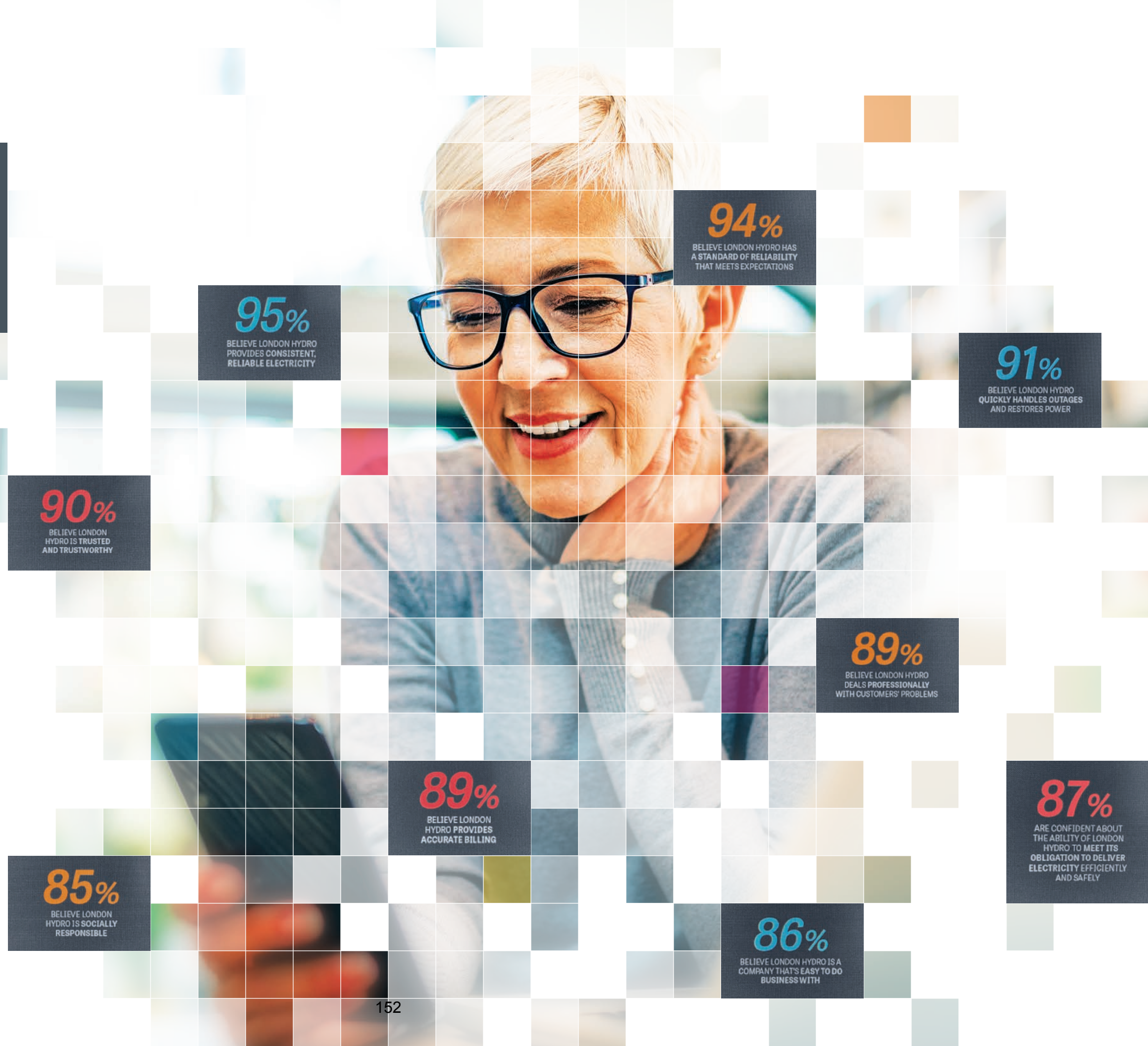


DURING A YEAR THAT CHALLENGED US ALL, OUR CUSTOMERS GAVE LONDON HYDRO AN "A"

Our annual Customer Satisfaction Survey this year was conducted via telephone with a total of 403 randomly-selected respondents interviewed. The group consisted of a balanced cross-section of low, middle and top kWh user groups. Residential customers represented 85% of respondents interviewed while the remaining 15% were commercial customers.

A TOOL TO HELP US BETTER SERVE YOU

The performance of London Hydro is benchmarked and ranked against other provincial Local Distribution Companies (LDCs) as well as nationally against utilities in other provinces. It is a critically important tool that gives us insights into what our customers think of our performance, areas where our services can be improved, and how our customers' needs are evolving.



PLAN CALCULATOR HELPS CUSTOMERS

CHOOSE THEIR BEST PRICING OPTION

In April 2020, the Ontario Energy Board (OEB) mandated that, by November 1st 2020, Local Distribution Companies, like London Hydro, provide residential and small business customers with the choice between remaining with the long-established Time-of-Use (TOU) pricing or switching to a Tiered Pricing option.

PRICE PLAN CALCULATOR MAKES SURE THE CHOICE IS AN INFORMED ONE

The team at London Hydro realized that, in order to make an informed decision on which pricing option to choose, customers would need to be able to quickly and easily compare them using real data. That's where the Price Plan Calculator comes in.

A CONVENIENT, EASY-TO-USE TOOL

The Price Plan Calculator enables each customer to decide which plan best suits their household or small business based on their own historical data. With one click of a button, the calculator provides an accurate overview of past, present and future bills for both plans so the customer can clearly see which one delivers the best value. It's simple, fast and accurate and, once the customer makes a his or her choice, the price change appears automatically on the next bill.

In addition to residing on all MyLondonHydro accounts, it was also added to new move-in accounts and a dedicated website information page was created with links to either MyLondonHydro accounts or the option of a manual process through an Election form.

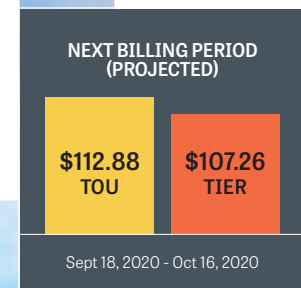
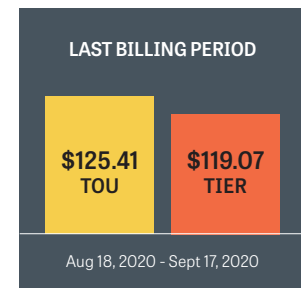
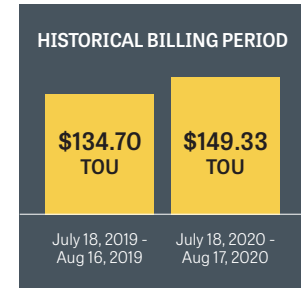
OVER 12 MILLION IMPRESSIONS AND OVER 27,000 VIEWS SINCE LAUNCH

Launched in October 2020, the Price Plan Calculator has been a success in every sense. It's currently the 4th most viewed page in MyLondonHydro and 77% of customers who requested to switch plans did so using the Price Plan Calculator.

A TOU vs Tier Customer Survey conducted after the launch shows:

- 92% of customers found the calculator easy to use,
- 92% of customers will use the calculator again, and
- 93% of customers will recommend the calculator to friends and family.

The Price Plan Calculator is just one more example of how the employees at London Hydro are working hard every day to ensure our customers continue receiving the high level of service they deserve.



MAPLE LEAF FOODS FACILITY

REQUIRED EXTENSIVE PLANNING AND TEAMWORK

Building a state-of-the-art 640,000 square-foot fresh poultry processing plant is no small feat. For London Hydro, beginning the construction phase just as the pandemic struck presented a whole new level of complexity as additional safety guidelines and protocols were introduced. As usual, the professionals at London Hydro rose to the challenge and overcame obstacles as they emerged.

AN EXERCISE IN COLLABORATION, COORDINATION AND COMMUNICATION

Working with Maple Leaf Foods (MLF), their consultants, the City of London and other stakeholders, hundreds of hours were spent in the design and planning stage to work out the best solution to connect the new facility to the grid. Two detailed Impact Assessments were done before arriving at the best solution, which was to connect MLF to two 27.6kV feeders, one underground and one overhead, from the Buchanan Transformer Station.

MODERN AUTOMATED SUPPLY FOR A MAJOR NEW CUSTOMER

Construction commenced in early 2020. It involved the installation of a completely new overhead pole line along Wilton Grove East and up Old Victoria Road to connect the two feeders. Additionally, working closely with multiple stakeholders, London Hydro bored a hole five metres beneath Highway 401 and laid the necessary cable to complete the connection. All without disturbing traffic above on the 401 or affecting the structural integrity of the highway.

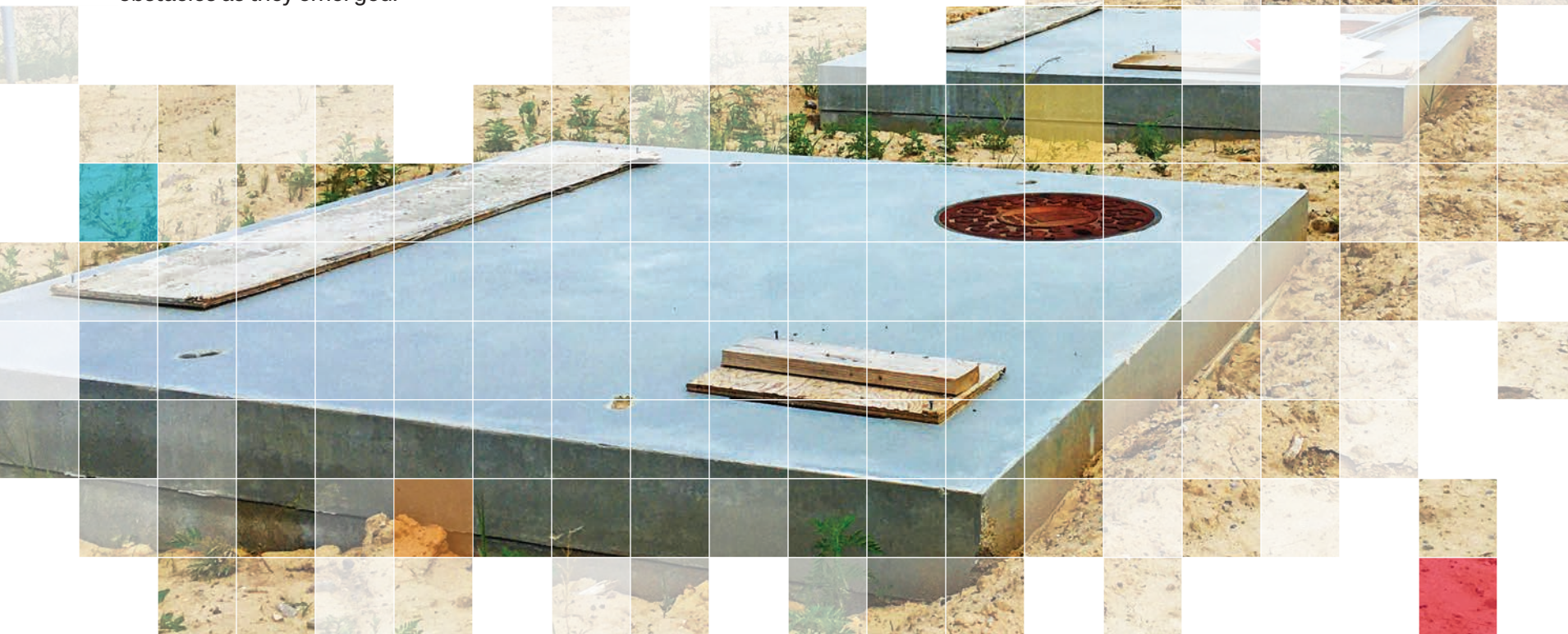
In the final connection phase, our Protection and Controls Department automated the switchgear so that the system could be monitored remotely and power could be quickly restored in the event of an outage.

In all, London Hydro installed:

- 2 km of concrete-encased duct structures,
- 11 manholes,
- 8 km of high voltage cable,
- 3 automated high voltage switchgears, and
- 5 pole-mounted reclosers.

SUPPLYING POWER FOR TODAY AND TOMORROW

London Hydro took the initiative to incorporate service upgrades to the area surrounding the new facility to proactively provide supply for future growth. The enhanced reliability and added capacity will help attract new businesses to the area down the road.



AN OVERHAUL OF OUR WEBSITE

LOOK AND FEEL WAS LONG OVERDUE

Originally launched in 2014, customers indicated to us through online surveys that they were quite happy with the London Hydro website. That said, we knew that, by incorporating new technologies and more advanced design, we could make a good thing even better. In addition, the site's coding and design needed to remain compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and WCAG 2.0 mandated for 2021.

AN INDISPENSABLE TOOL CUSTOMERS REGULARLY USE

Data analytics reveal that the London Hydro website is highly valued by our customers and serves as a hub of information, services and tools. Data confirm that:

- Each week, the site gets over 35,000 visitors.
- Weekly visits can reach as high as 50,000 during major storms and outages.
- In addition, over 45% of visitors use mobile or tablet devices to access the site.
- Over 40% of website visitors regularly log into their MyLondonHydro accounts to perform self-service account activities.



NO SMALL UNDERTAKING

We retained the services of a local web development company specializing in Drupal open-source technology and, despite the challenges created by the pandemic, a team of 28 dedicated people worked diligently to complete the project. Throughout the process, we conducted several customer focus groups on the Quality Assurance site to ensure customer engagement and involvement.

The new site's innovative design and layout make it easier for customers to find the information and services they need in two clicks or less while maintaining AODA compliance. SEO functionality was added to help customers find the service or self-service feature they need more easily, and we successfully made londonhydro.com the easiest site to find for existing customers and especially for new customers moving into the area.

THE RESULTS WERE WELL WORTH THE EFFORT

Surveys conducted after the launch in August 2020, indicated that our efforts were paying dividends. Levels of customer satisfaction were even higher and analytics confirmed that engagement improved significantly across all areas of the site. Compared to the previous year, the redesigned site had:

- A 52% increase in visitor traffic.
- An 18% decrease in website traffic bounce rates.
- A 45% increase in MyLondonHydro registrations.
- A 39% increase in new customer move-ins.
- A 30% increase in outage notifications.
- An 8% increase in Aeroplan registrations.

Despite the challenges and obstacles brought on by the pandemic, the team prevailed and the London Hydro website better serves the needs of our customers. Thanks to their dedication and hard work, a good thing is now even better.

INFRASTRUCTURE IN OAKRIDGE

MOVES FROM THE 20TH TO THE 21ST CENTURY

In subdivisions built from 1930 to 1970, electricity was supplied from local substations into subdivisions like Oakridge via poles and a network of overhead wires and transformers.

The development of underground XLPE cable technology, connectors, pad mounted transformers, fault indication and automation has resulted in a newer, more advanced standard. That, coupled with new installation technology such as directional boring, has made underground construction more practical and safer with a more attractive end result.

GOING FROM BACKYARD OVERHEAD TO FRONT YARD UNDERGROUND

As the infrastructure in these older subdivisions reaches the end of its operational life, the options for rebuilding it, along with the associated cost and potential obstacles, have to be considered. Equally important, we have to consider the preferences of home owners currently living in the subdivision before proceeding.

Initially with the agreement of the homeowners that were being upgraded, a trial project was undertaken to fully convert a small section of the subdivision from overhead backyard to front yard underground distribution. Doing so enabled us to better understand the costs and potential obstacles.

FROM TRIAL PROJECT TO FULL CONVERSION

Based on the success of the initial trial project, London Hydro staff organized an open house event at a local high school in June of 2019 and invited Oakridge residents to attend.

At the well-attended event, four options for proceeding were presented:

- Rebuilding the existing overhead system,
- A hybrid system combining back and front yard installations,
- A full underground directional bore option that would expand the trial project to the whole neighbourhood, and
- An underground system involving open trench excavation.

Feedback and survey responses overwhelmingly supported the directional bore option with a new front yard underground distribution system.

A JOB WELL DONE UNDER TRYING CIRCUMSTANCES

Construction on the full conversion began soon after the results of the survey were in. In response to the pandemic, we quickly established safety protocols and practices so that our employees and the community could be comfortable that they were working and living in a safe environment. Despite the demands and difficulties of working through the pandemic, the project was completed at the end of October 2020.

By all accounts, residents are very pleased with the end result and many made a point of complimenting London Hydro staff on a job very well done.



WE'RE MOVING AHEAD VERY QUICKLY

WITH THE CITY'S BUS RAPID TRANSIT PLAN

In mid-2017, the City of London released its plan for a Bus Rapid Transit (BRT) system called SHIFT. It called for a 5-corridor system consisting of North, South, West and East lines as well as the Downtown Couplet. Excited by the project, London Hydro staff immediately began working with the City to determine the scope and estimates to relocate and upgrade our infrastructure.

However, in mid-2019, the opportunity arose for the City to access both federal and provincial infrastructure funding, so the scope of the project was revised to include 10 transit projects. Three were former SHIFT lines, while three others meant London Hydro would have to significantly relocate or replace existing infrastructure in the areas of Downtown, the intersection of Wharncliffe & Oxford and the Adelaide Street underpass.



In 2020, we began detailed design work for the Phase One Downtown Loop and, following months of close collaboration with the City, the team was able to significantly reduce the amount of relocation work required which resulted in considerable cost savings. After months of hard work together, the engineered design of the Phase One Downtown Loop along King Street between Ridout and Wellington Streets was completed. Construction will begin in 2021 and, by 2026, over 15 km of BRT work will be completed.

This BRT initiative is the The BRT initiative will require a complex redesign. It will require a complex redesign in three main areas of the city; balancing the needs of our distribution network; working within the constraints of limited rights of way, collaborating with other utilities; and the patience and understanding of customers who will be affected.

But in the end, it is projects exactly like this that will help our city grow and prosper, delivering incredible benefits to all of us when we're able to move about our city more quickly and easily.



CONVERSION OF THE DOWNTOWN CORE

ENTERED THE HOME STRETCH IN 2020

In 2015, we began work on the Nelson Project, a 5-year, phased conversion of the outdated 13.8 kV non-network system to an advanced and integrated 27.6 kV system spanning the whole city. Working closely with the City, other utilities and our customers, we methodically progressed through the conversion in different regions of the city, until finally moving to the last, and most difficult, phase which involved conversion of the downtown core.

Already challenging, our work was made even more complicated with the additional safety precautions mandated by the pandemic. It required an entirely new layout, involved a higher concentration of complex services requiring unique solutions, and demanded continuous customer engagement and outreach.

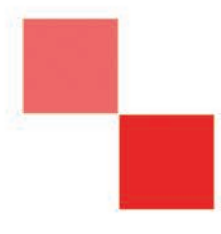
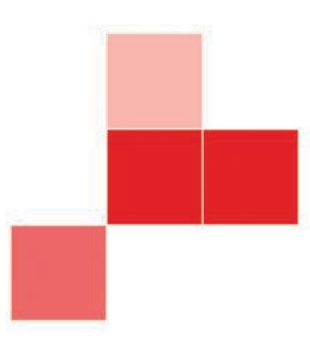
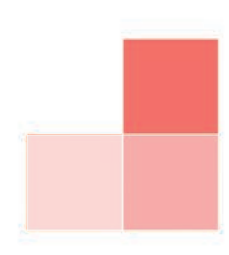
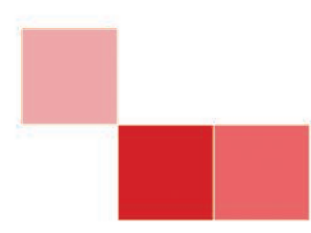
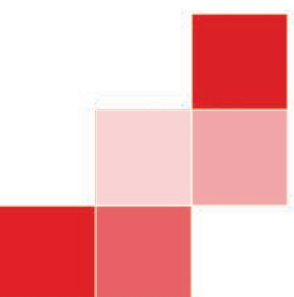
After finishing the work at the Bell Building in early 2021 and successfully removing all connections to the old 13.8kV transformer station, the conversion was complete. Hydro One was able to decommission the old TS 138 station and will begin dismantling it this year.



Transitioning to the new 27.6 kV system, while incredibly complex and massive, is hugely beneficial. It:

- Brings increased operating flexibility to our network,
- Creates multiple options to reroute power around the city and to the downtown core which will shorten the duration of any potential outage,
- Improves the resiliency of supply to many of our largest downtown customers including, Labatt Brewery, City Centre Towers and the Bell Building,
- Removes over 25 km of 50-year-old lead cables,
- Upgrades the level of safety to the public and our employees with new underground vaults and advanced modern equipment,
- Enables us to facilitate Distributed Generation connections to accommodate future growth in the downtown core.

The Nelson Project is London Hydro's largest single investment in the downtown core's energy supply and its surrounding area.



**London
Hydro**

111 Horton St., London ON
Canada N6A 4H6
(519) 661-5503

www.londonhydro.com

Powering London.
Empowering You.



April 28, 2021

His Worship Ed Holder
Mayor, The Corporation of the City of London
Office of the Mayor
300 Dufferin Avenue
London, Ontario N6A 4L9

Re: London Hydro Board of Director Vacancy

Dear Sir:

I wish to advise you that Class III Board member, Ms. Marilyn Sinclair, has announced her retirement following London Hydro's annual general meeting for the year ended 2020, to be held in June 2021.

Marilyn has served on London Hydro's Board for more than 15 years. She has been an exemplary Board member and given her experience, knowledge and skills, her contributions to London Hydro's success have been significant. We would like to take this opportunity to graciously recognize Marilyn for her valuable advice to London Hydro's Senior Management, her guidance on the Board, and overall contributions in helping to build a highly-regarded community organization.

London Hydro has been a very successful corporation with excellent performance and sound financial returns. This is the result of a well-functioning, skilled and experienced Board that has maintained a high standard of governance over the years. The average tenure of the current Board members is about 8.7 years due to two recent appointments of Board members in 2017 and 2019, but will decrease to 6.3 years following the retirement of Ms. Sinclair. Ideally, it would be more appropriate to maintain an average tenure of 9 years or more for good governance of the corporation, especially a strictly regulated and yet competitive organization like London Hydro.

As we have advised you previously, we always remain vigilant for ensuring that a proper mix of knowledge and skills are represented on our Board. In consideration of Marilyn's replacement and based on the current Board's skill set, the Board would benefit greatly from a seasoned / senior executive with broad corporate, financial, and regulatory/legal experience.

With the noted vacancy for a Board member replacement, we will separately prepare and submit the necessary shareholder resolution at the time of our Annual General Meeting regarding the nominations for the various Classes of London Hydro's Board members for Council's consideration.

In the meanwhile, Ms. Sinclair will stay on London Hydro's Board until her replacement is appointed. Thank you, and if we can be of further assistance in helping you select the appropriate Board member please do not hesitate to contact us.

Sincerely,

A handwritten signature in cursive script, appearing to read "G. Valente".

Gabe Valente
Chair, Board of Directors
London Hydro Inc.

LONDON HYDRO INC.
(the “Corporation”)

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following resolutions, signed by the sole shareholder of the Corporation entitled to vote thereon, are hereby passed pursuant to the provisions of the Act:

FINANCIAL STATEMENTS

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2020, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

ELECTION OF DIRECTORS

WHEREAS pursuant to an Amended and Restated Shareholder Declaration, as amended (the “**Amended and Restated Shareholder Declaration**”), the board of directors of the Corporation shall consist of seven directors, six of which shall be composed of various classes of directors, each serving for a three-year term, and the seventh member of the fourth class shall serve as the representative of the municipal council of The Corporation of the City of London;

AND WHEREAS the terms of the directors that are members of the third class expire at the annual meeting of shareholders held in 2021 pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration;

NOW THEREFORE BE IT RESOLVED THAT:

1. Each of the following persons, being directors that are members of the third class pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, is hereby **elected** as a director of the Corporation to hold office for a term with the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<u>Class</u>	<u>Name of Director</u>	<u>Term</u>
Third	Andrew Hrymak	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Third	Vacancy	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023

CONFIRMATION OF CONTINUING TERMS

2. Each of the following persons, being directors that are members of the first, second, and fourth class, as provided for below, pursuant to paragraph 4.4 of the Amended and Restated Shareholder Declaration, are hereby confirmed as having a term continuing until the expiry as set out below, provided that when a successor is not duly elected at the close of the annual meeting described below, such director shall hold office until his or her successor is elected:

<u>Class</u>	<u>Name of Director</u>	<u>Term</u>
First	Gabriel Valente	The close of the annual meeting of shareholders to be held in 2022 for the financial year ending December 31, 2021
First	Jack Smit	The close of the annual meeting of shareholders to be held in 2022 for the financial year ending December 31, 2021
Second	Connie Graham	the close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Second	Guy Holburn	the close of the annual meeting of shareholders to be held in 2023 for the financial year ending December 31, 2022
Fourth	Michael van Holst	the term ending November 30, 2022

RESOLVED THAT:

KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

DATED this _____ day of _____, 2021.

AYMAN ABU SHARKH

MBA, P.Eng., PMP

Date: May 1, 2019

Re: Board of Directors Vacancy – London Hydro Inc.

Please accept my attached resume and my interest in filling a Board of Director position with London Hydro Inc.

With 10+ years of management experience in utilities, specifically 3 years as an IT Program Manager with London Hydro, and 8 years as a Manager with Bell in Network Provisioning and Services, I believe I can serve the position by offering a unique skill set:

- Independent director status. As I am not a present employee London Hydro or the City of London, I represent a degree of independence critical to good governance;
- Engineering & technical capability. As a past employee of London Hydro, I understand its core business. Moreover, my entire career has been based upon my ability to understand, adapt to, and implement new technological concepts and apply them to business goals. I am also a licensed Professional Engineer in Ontario (P.Eng.)
- Knowledge and understanding of current board governance best practices. I have attained a level of expertise in board governance policy and procedure that I have subsequently utilized as a governance resource in recent board and committee assignments (see CV);
- Board diversity. Representing a cultural background and age group that are often under-represented in boardrooms, I bring a unique perspective to the boardroom, which can prove beneficial in limiting “group-thinking” and increasing board performance.

I believe that I bring a diverse technical capability in a world that is increasingly looking to achieve business goals. I have the unique ability to understand board governance and best practices from working in public, private, and publicly- traded organizations, as well as from an educational background with electrical engineering and Executive MBA education.

In addition to continuing to work in technology in day-time capacity, I have a good understanding of OEB and CRTC regulations from my years with London Hydro and Bell.

I look forward to discussing your needs with the nominating committee in due time. If there is anything you require in the interim, please don't hesitate to give me a call. I am happy to provide references when requested.

Sincerely yours,

Ayman Abu Sharkh

Enclosure: Resume

Committee: **London Hydro Inc.**

Organization/Sector represented:

Name: **Ayman Abu Sharkh**

Occupation: **Senior Project Manager/ College Professor**

Work experience: **I have been working for Canada Life since June 2018 as a Senior Project Manager. I also have been a part-time business professor with Fanshawe College since Jan 2018. I am also regularly invited as a speaker in engineering and technology conferences. In the past I have worked for the following organizations: • London Hydro: Program Manager, IT Infrastructure Jun 2015 – Jun 2018 • Bell: Senior Program Manager Jul 2007 – Jun 2018 • IBM: Quality Assurance Analyst May 2005 – Sep 2006**

Education: **Education • Executive MBA – Ivey School of Business Jun 2018 • B.A. Economics – Western University Oct 2008 • B.Sc. Electrical Engineering – Western University Jun 2007 Professional Credentials • Licensed Professional Engineer of Ontario (P.Eng.) 2010 – Present • Professional Project Manager (PMP) 2010 – Present • Information Technology Infrastructure Certified (ITIL v3) 2015 – Present • Licensed Scum Master 2018-Present**

Skills: **I bring 10+ years of management experience where I supported, coached, and directed teams of more than 10 members with various backgrounds and skillsets. I have also worked with multifunctional teams and numerous technology vendors and professional services providers. I am a Professional Engineer (P.Eng.) and have years of experience in strategy development, capital and expense budget management, labour planning, and IT Operations. I also teach college-level business courses such as Economics, Risk Assessment, Supply Chain Operations, and Quality Management. I believe that my motivation, collaboration skills, and understanding of importance of effective governance will help me in assisting London Hydro toward a sustainable future. I bring subject matter expertise in technology and overall management and I have excellent listening and negotiation skills.**

Interest reason: **I firmly believe that well-qualified members of our society have a duty to contribute positively to the advancement of our city. As my career path has progressed in utilities and technology, I am interested in giving back to the City of London through serving London Hydro again. Working for London Hydro as a manager in the recent past was a great addition to my career and I would enjoy the opportunity once again to give back to London Hydro through a board seat this time.**

Contributions: **I believe that I bring a diverse technical capability in a world that is increasingly looking to leverage technology to achieve business goals. I have the unique ability to understand board governance and best practices from working in public, private, and publicly- traded organizations, as well as from an educational background with my Executive MBA education. In addition to working in technology in day-time capacity, I am also involved in the education sector as an adjunct professor of business for Fanshawe College. This experience has given me a broad view of opportunities and challenges facing the Ontario and the City of London.**

Past contributions: **In the recent past, I contributed as a committee member of the Ivey School of Business's Social Impact committee where I played a role defining the committee's social impact mission (which was focused on education) and where I helped in organizing fund raising, donations, and food drives. In 2019, I continue to contribute to the non-profit sector by working as a Government Relations and Advocacy ambassador for the Multiple Scoliosis Society of Canada, an organization focused on research and improving the quality of life for people living with Multiple Scoliosis. I also have been recently nominated as a board member for WIL employment connections, a publicly-funded organization focused on empowering new immigrants to finding job placements in Canada. I get a first-row seat to how our economy and society are progressing into a prosperous direction.**

Interpersonal: **Respect is paramount – no question. As a leader in various professional areas any multiple organizations, my ability to work with a variety of personalities is proven. I have a track record of communicating and negotiating with colleagues, partners, and leaders in a cohesive and respectful matter that results in the betterment of the organization.**

Interview interest: **Yes**

AYMAN ABU SHARKH

MBA, P.Eng., PMP

PROFILE SUMMARY

Seasoned **technology leader & college professor** with 10+ years of experience with prominent Canadian organizations in insurance, utilities, telecommunications, and technology with a focus on strategic management and information technology. Concurrently involved as a volunteer board member in local non-profit organizations.

- Influential Leadership
- Financial Acumen
- Strategic Management
- Relationship Builder
- Results Driven
- Performance Management

EDUCATION

Executive MBA, Ivey School of Business (2018)
BA Economics, Western University (2008)
B.Sc. Electrical Engineering, Western University (2007)

INDUSTRY SECTOR EXPERIENCE

Education
Finance Services & Insurance
Electrical Utilities
Telecommunications
Technology Professional Services
Government and Public Relations

CORE COMPETANCIES

- IT Strategy
- Project Management & Business Analysis
- Capital and Operational budgets
- IT Procurement & Vendor Management
- Building teams & Managing performance
- IT Service Delivery & Operations
- End to End Solution Delivery
- New Technology Introduction
- Managing Change & User Satisfaction
- Cyber Security & Disaster Recovery

BOARD EXPERIENCE

Board Member (2019 – 2021)
WIL Employment Connections (www.wil.ca)

Ambassador for Government Relations and Advocacy (2019-2021)
Multiple Scoliosis Society of Canada (www.mssociety.ca)

Social Committee Member (2017-2018)
Ivey School of Business Executive MBA Cohort Social Impact Committee (<https://www.ivey.uwo.ca/emba/>)

EMPLOYMENT HISTORY

Fanshawe College, Professor of Business

Jan 2018 - Present

- Demonstrated strong effectiveness as a professor by receiving an overall effectiveness score of 4.83 out of 5 in 2018 (College mean score was 4.29 out of 5).
- Extend in-class lectures on a weekly basis using engaging teaching methods to deliver on designed course learning outcomes.
- Design and use appropriate strategies and tools for facilitating and evaluating student progress and achievement.
- Create and maintain a positive learning environment which supports the diversity of students' cultures, educational backgrounds and learning styles.

Canada Life, Senior Project Manager, Group Technology

Jun 2018 - Present

- Managed the migration of 1.1M group plan members from a legacy benefits portal to a new platform.
- Managing the roll out of a new tele-medicine benefit and the required system impact changes as part of the roll-out strategy.
- Working with third party vendors to evaluate new technology implementations into Great-West Life's technology stack.

London Hydro, IT Manager

Jul 2015 – Jun 2018

- Designed a competitive organizational structure by effectively filling gaps in technical roles and repatriating IT support services (level 1) from an ineffective outsourced model to a more robust in-house model.
- Partnered with business unit leaders to gather project requirements, manage hardware acquisition and integration, and track financial spending and forecasts of IT operations.
- Regularly lead and create procurement requirements (RFP/RFI/RFQ) for all IT projects, including functional requirements, evaluation criteria, bid evaluations, vendor selection, and Statement of Work development.
- Successfully saved \$75K annually through effective market scans and negotiating new rates by leading the migration of cellular, ISP, M2M, and telephony services to new vendor agreements and modern platforms.

Bell, Senior Program Manager, Business Transformation

Jul 2007 – Jun 2015

- Integrated departmental strategic plan into the corporate strategic plan and packaged strategic objectives and financial analysis into C-Suite quality presentations.
- Managed Engineering budgets where duties include budgeting, forecasting, analyzing unit cost, and collaborating with operational teams to steer financial portfolio to target.
- Successfully re-designed the financial model for a \$45 million demand-driven program and improved budget forecasting and reporting by 25%.
- Led the design and implementation of a lean future mode of operation for the department workforce (700+ employees) and enabled the introduction of a new fiber strategic program.

IBM, Quality Assurance Analyst

May 2005 – Sep 2006

- Provided technical support to Quality Assurance Analysts from IBM DB2 international software labs with test environments setup, network and server maintenance, and system upgrades.
- Scripted SQL & Perl workflows to automate tests and track defects in critical database functions; compiled and distributed test results to associated developers.

PROFESSIONAL MEMBERSHIPS & CERTIFICATIONS

Professional Engineer (P.Eng.) Professional Engineers Ontario (www.peo.on.ca)	(2010-Present)
Professional Project Manager (PMP) Project Management Institute (www.pmi.org)	(2010-Present)
Information Technology Infrastructure Certified (ITIL v3) AXELOS (www.axelos.com)	(2015-Present)
Licensed Scum Master scruminc. (www.scurminc.com)	(2018-Present)

PERSONAL

Married to wife Dena, 2 children Khaled and Omar

Hobbies: soccer, boxing, yoga, swimming, walking, reading, investing

Committee: **London Hydro Board of Directors**

Organization/Sector represented: **Management Education**

Name: **Trevor Hunter**

Occupation:

Associate Professor of Management

Work experience:

I have taught management, international business and governance at King's for nearly 20 years. During that time, I have also provided governance training and consulting to many for and not-for-profit organizations in and around London and taught governance courses through organizations like Western's Faculty of Continuing Studies, London Community Foundation, London and Middlesex United Way Emerging Leaders program and Pillar Non-profit Network.

Education:

BA (Honours Sociology) - King's University College MBA - Ivey School of Business PhD - Ivey School of Business

Skills:

I am a recognized expert governance consultant, practitioner and thought leader within the London community. Other than an engineering background, I possess all the characteristics being sought for this position and I truly believe I am the best fit. As professor of management I have made a career teaching the functional areas of management including finance, accounting, human resources and strategic planning. I provide strategic planning and governance consulting to businesses and non-profits. My reputation as an educator and consultant is based on integrity and honesty. I have a strong understanding of both the utility industry, the core business of London Hydro and economic development in the City of London, as I have researched and written about the industry and London Hydro specifically in numerous studies. I have investigated and identified the impact London Hydro has on London's economic development and how it compares to other regional utility companies in three studies I wrote for the London Economic Development Corporation. This work was specifically cited in a study the City commissioned from KPMG in March 2014, as being "used to establish the strategic direction that LEDC is following" and that changing that strategy would be "detrimental to the City's economic development interests." I have held many leadership positions over my career. I have led my academic unit for more than six years. I have been chair or vice-chair of three non-profit organizations, including one I co-founded. Over the years, in these roles, I have interacted and worked with city officials and other arms-length governmental organizations regularly. I have practiced corporate stewardship and risk management in heavily regulated and competitive environments. The notions of compliance obligations and transparency are part of how I think as a board member.

Interest reason:

To say that London Hydro plays an important role in the London community is an understatement. As one of London's largest assets, London Hydro is the linchpin to so many vital activities and processes. It quite literally powers the City's social and economic development. London Hydro helps unleash the potential of our citizens and organizations. It provides security and comfort. It powers the gateways to learning, knowledge creation and innovation. Who wouldn't want to be part of an organization that touches nearly every aspect of our city? I have a lot of board experience and expertise and I feel I have a responsibility to help our community by using the skills I possess. If I am selected to be a director I could help London Hydro be the best it can be for the City and, indirectly, help multiple constituencies achieve their social and economic goals. Good governance by the board of London Hydro contributes to a lot of good done in our City and being part of that is exciting to me.

Contributions:

As a director of London Hydro I will bring scrupulous oversight, stewardship and integrity. I understand the commitment that is needed to be a board member and as I

always do, I will take governance and the role of a director very seriously. I will be an involved and active director who knows the line between governor and manager and does not step across it. I will ask management and fellow directors tough questions to hold us accountable to our stakeholders and put in the kind of research and homework to be prepared and informed. I am a very good fit for the London Hydro board since I share the same commitment to governance excellence as the current directors, however, I bring a range of skills and expertise that is different from but complimentary to that which currently exists. I spend the bulk of my professional life researching and applying governance best practices and I will bring these insights to the board to maintain the continuous improvement the board has undertaken over the years. Additionally, along with what I have learned from my research, I bring nearly two decades of practical governance experience from serving on multiple boards from many sectors. I have developed insight and leadership that can only be gained from having “been there, done that.” I have served on boards in sectors that are highly regulated (public health, child welfare, economic development) and understand how to govern in the kind of dynamic environment in which London Hydro operates. With my understanding of governance, London Hydro itself and the City’s economic plan, I will have a short learning period and be able to contribute quickly.

Past contributions:

I have consistently been recognized as a resource for governance best practices by the boards on which I have served. I have regularly been a member of or chaired the governance committee or been a member of the executive of these boards. In those positions, in addition to my stewardship role, I have ensured that the boards were following proper practices and aiming for improved board effectiveness. Below is the list of the boards on which I have served and a few of the major contributions I made:

- Airshow London, (2015-2017), Co-founder and vice-chair: Created the organizational mission, vision and strategic plan. Developed the governance structure from scratch, wrote the by-laws, policies and created the committee mandates and reference terms while also defining the roles and responsibilities of the board and management.
- Middlesex-London Board of Health, (2015-2018), Governance Committee chair: Managed the executive performance evaluation process. Led and oversaw a total organizational policy review in a heavily regulated sector. Oversaw and instigated board evaluation and reporting processes as well as board development plans. Identified board recruitment skills/needs, the promotion of director diversity among many other plans and oversaw board recruitment activities.
- Governance Capacity Building Committee, Ontario Association of Children’s Aid Societies, (2014 -present): I assist in the development and delivery of sector-wide director education tools and director evaluation procedures. My role on this committee has been to provide advice regarding cutting edge governance practices that are disseminated throughout the province.
- Institute of Canadian Directors SWO region, (2012 - 2017): Provided oversight of the regional chapter of a national governance education/training organization. Led the presentation of and gave governance training sessions to board members from various sectors.
- King’s University College Foundation, (2011 – present): Oversee the management and dissemination of endowed funds for a university. Provide oversight of the fund’s assets, appoint and oversee auditors and the monitor the Foundation’s investment policy.
- London Small Business Centre, (2009 – 2014), chair 2012-2013: As board chair, I instituted a formalized management performance evaluation process that tied accountabilities and compensation through objective metrics. I also instituted an executive and board member succession planning process. Prior to becoming chair I was tasked with revamping the entire board structure developing a system of committees and wrote the mandates, terms of reference and reporting structure. Additionally, I reworked, improved and formalized the on-boarding and director orientation process.
- Youth Opportunities Unlimited, (2001 – 2006): Was asked to take a direct role in providing business, planning and operations guidance and oversight to the fledgling Youth Enterprise division

Interpersonal:

Teaching is the act of exchanging views with people who have different skills, abilities and knowledge and I am a very good teacher. Teaching requires the ability to listen, understand and interpret and I am really good at it. I have taught thousands of people since 2002. My students have been business people, directors or employees of non-profits, university and high-school students from many countries with varied backgrounds. With such a diverse student body I have had to develop the ability to integrate disparate levels of

knowledge and experience into a coherent whole wherein all participants could communicate, learn and work together to accomplish goals. I have worked with different organizations with different agendas and values and I have learned from them all. My life is completely devoted to respecting the skills, abilities and knowledge of others because I love to learn and you can't learn if you are not willing to hear opinions with which you don't agree or understand. One cannot learn if one thinks they know it all. I work hard to know a lot about what I teach, but I recognize that there is always more to learn from many people. Since I recognize that I can learn more, I always try to. I listen to people who do things or see things differently than I to try to understand the reasons why they see things differently. Because I don't know everything and I want to be the best teacher I can, I am open and respectful of people who see the world differently than I. I offer the following two professional references who are willing to speak to my expertise and “fit” with this board position. Kapil Lakhotia President & CEO, LEDC 380 Wellington Street, Suite 701 London, Ontario N6A 5B5 Dr. Christopher Mackie Medical Officer of Health and CEO Middlesex London Health Unit 50 King St, London, Ontario N6A 5L7

Interview interest: **Yes**

Committee: **London Hydro Board of Directors**

Organization/Sector represented:

Name: **Harry Joosten**

Occupation:

Semi-retired / governance consultant

Work experience:

1976-2016 Libro Credit Union, retiring as Corporate Secretary and Governance Coach

2016-present Governance Vitality (principal) consulting practice specializing in government relations, strategic planning, public affairs

Education:

1971 SDCI graduate & Ontario Scholar (80+ avg) 1976 Western U BA (Econ) + Dean's

List 1975 1982 CCUI Fellowship & Associate (Honours) 2003 Queens U Exec Development Program 2015 ICD.D via Rotman School at U of Toronto

Skills:

- collaboration, cooperation & consensus building - strategic & scenario planning - government relations & public affairs - board skill assessment, peer feedback, evaluation - articles, bylaws, policy, regulation development

Interest reason:

As an Independent Community Service Professional, my passion is helping public, private and plural sector organizations reach their maximum potential through governance vitality and best practices. I believe London Hydro will benefit from my experience and expertise.

Contributions:

While London Hydro provides a critical service on a reliable basis, it must continue to evolve to remain relevant in a fast changing environment. Unique governance challenges come from the City being sole shareholder and I can help address those issues.

Past contributions:

I helped the former SWEA build better relationships with member municipalities and developed governance models (open disclosure: not ultimately adopted). London City Community Grants Panel -- fostered a more strategic approach to approval decision making

Interpersonal:

My approach is open communication and respectful candour. I have chaired and coached many groups over 43 years, facilitating conversations that lead to effective decision making while also building team and interpersonal relationships. I have presented to many conferences and seminars on a wide variety of topics including governance, marketing, strategic planning, government relations.

Interview interest: **Yes**



SKILLS & EXPERIENCE

- Collaboration & Co-operation
- Strategic & Scenario Planning
- Government Relations & Public Affairs
- Media Relations & Communications
- Director Skills Assessment & Board Group Evaluations
- Director Succession Planning & Candidate Recruitment
- Drafting & Reviewing Articles of Incorporation, ByLaws, Board & Management Policies, Meeting Minutes, Reports, etc.

EDUCATION

- 1958-1966 – Elementary: St. Peter Canisius (Watford), St. John Fisher (Forest), Our Lady Immaculate (Strathroy)
- 1966-1971 – Secondary: Strathroy District Collegiate Institute (SDCI) senior matriculation (Grade 13 Arts and Science)
- 1971-1976 – University of Western Ontario, Bachelor of Arts (Economics)
- 1980 – Credit Union Institute of Canada (CUIC) Fellowship
- 1982 – Credit Union Institute of Canada Associate (with Honours Standing)
- 1993 – Credit Union Central of Ontario (CUCO) Financial Management School
- 2003 – Queens University Executive Development Program
- 2014-2015 – Rotman School of Business, University of Toronto, Institute of Corporate Directors (ICD)
- **2016-present – Continuing participation in ICD workshops to maintain ICD.D designation**

AWARDS

- 1971 – Ontario Scholar (secondary school graduate with 80%+ average)
- 1975 – University of Western Ontario Social Science Dean's Honour List (Economics)
- 1999 – Cooperator of the Year, Ontario Cooperative Association (OnCoop)
- 2003 – Gary Gillam Social Responsibility Award (CUCO/Alternia Credit Union)
- 2011 – President's Award, London Chamber of Commerce
- 2015 – "I am Libro" Award for Passionate Accountability, Libro Credit Union
- 2017 – Nominee, Canadian Credit Union Association, National Credit Union Hall of Fame
- **2019 – Hon. Ray Lawson Rotarian of the Year Award, Rotary Club of London**
- **2020 – Jack Burghardt Community Service Above Self Award, Rotary Club of London**

WORK EXPERIENCE

- 1965-1975 – (Age 12-22) Various part-time, summer and full-time jobs during and between school years including Cuddy Foods, Glendale Mobile Homes, Tuffin Motors, Kentucky Fried Chicken, St. Clair Region Conservation Authority, Smithrim Silos, Western University, Barnes Security Services, Frost Fencing
- 1976-2016 – Libro Credit Union (formerly St. Willibrord)
 - 1976 – Member Relations Officer, 1977 – Membership Supervisor, 1984 – Membership & Marketing Supervisor
 - 1984 – Appointed Secretary to the Board of Directors (Corporate Secretary)
 - 1988 – Member Relations Manager (member of Senior Management Team)
 - 1996 – Vice President Member Relations (Senior Management)
 - 2001 – Vice President Owner Relations & Corporate Secretary (Executive Leadership Team)
 - 2008 – Corporate Secretary (Executive Leadership Team)
 - 2014 – Governance Coach & Corporate Secretary (member of the Leadership Team)
 - 2015 – Governance Coach (transition to retirement)
- **2016-present – Governance Vitality (principal)**
 - consulting and support re: government relations, governance, strategic planning, etc.
 - Clients: Tenzing Communications, Canadian Credit Union Association, Heartland Farm Mutual, Greater London International Airport Authority

CREDIT UNION & COOPERATIVE SYSTEM INVOLVEMENT

- 1977-1983 – Board of Directors, London & District Credit Union Chapter
- 1979-1982 – Organizing Committee, Southwestern Ontario Credit Union Interchapter Conference
- 1979-1982 – Cooperative Trust Ontario Advisory Committee
- 1980-1983 – Member, London Cooperative Council
- 1982-1984 – Member, Board of Directors, London Coop Housing Resource Group
- 1983-1986 – Member, Board of Directors, Mary Campbell Housing Coop (President 1984-1986)
- 1984-1991 & 1994 & 2004 – Facilitator, Coop Young Leaders Program

Harry Joosten CREDIT UNION & COOPERATIVE SYSTEM INVOLVEMENT (continued)

- 1985 – Credit Union Central of Ontario MasterCard II Implementation Task Force
- 1988-2006 – Board of Directors, Ontario Credit Union Charitable Foundation
 - Vice Chair 1994-1999 & Chair 1999-2004
- 1980-1990 (intermittent) – CUCO Marketing & Image Advertising Advisory Committees
- 1999-2001 – Credit Union Central of Canada National Services Entity (NSE) Brand Task Force
- 2004-2008 – Canadian Cooperative Association International Program Committee
 - 2006 – Post-tsunami project inspection & study visit to Sri Lanka
 - 2008 – Strategic Partner Planning Meetings in Ghana
- 2004-2015 – Gary Gillam Award Selection Committee
- 2005-2008 – Credit Union Central of Ontario Government Relations Committee (Chair 2006-2008)
- 2008-2010 – Central 1 Credit Union Ontario Act Review Committee (Chair)
- 2011-2015 – Central 1 Credit Union Legislative Committee
 - 2013-2015 Central 1 Ontario Act Review Working Group
- 2011-2015 – Credit Union Central of Canada Legislative Committee
- 1980-2018 – Numerous presentations to seminars and workshops at credit union and cooperative conferences, schools, annual meetings etc. including those for Credit Union Central of Ontario, Credit Union Central of Canada, Canadian Cooperative Association, Ontario Credit Union Directors Forum, Irish Credit Union Restructuring Board and Irish Credit Union Managers Association on topics ranging from marketing to governance to government relations

EXTRA CURRICULAR & COMMUNITY INVOLVEMENT

- 1966-1970 – SDCI high school football and wrestling teams
- 1967-1970 – All Saints Catholic Parish (Strathroy) Youth Group (1969-1970 Leader)
- 1969-1971 – SDCI “Eye” high school student newspaper (1970-1971 Co-editor)
- 1970-1972 – All Saints Catholic Parish Council
- 1971-1972 – University of Western Ontario “Gazette” (student newspaper reporter)
- **1971-present – Red Cross/Canadian Blood Services: blood and platelets donor (140+ units to date)**
- 1985-1986 – Board of Directors, London Chapter of Multiple Sclerosis Society
- 2001-2005 – City of London Storybook Gardens Advisory Committee
- 2007-2011 – YMCA “Y Fore Kids” Fundraising & Golf Tournament Organizing Committee
- **2008-present – member, Rotary Club of London**
 - 2010-2014 – Member, Board of Directors
 - 2011-2012 – President-Elect, **2012-2013 – President**, 2013-2014 & 2017-2018 – Past President
 - **2013-present – Board of Directors, Rotary Club of London Foundation (Chair 2015-2016)**
 - 2011 – Rotary Polio Immunization Trip to Ethiopia
 - 2008, 2010, 2012, 2014, 2016, 2018, 2020, **2021** – host family for Rotary Youth Exchange students (total 14 to date)
 - **2018-present – Sergeant at Arms Committee**
- **2009-2019 – London Chamber of Commerce**
 - 2009-2014 – Provincial and Federal Issues Committee
 - 2010-2014 – Municipal Affairs Committee (2010-2012 Chair)
 - 2014-2019 – Government Affairs Committee (Municipal, Provincial & Federal committees amalgamated)
- 2011-2012* – Board of Directors, Grand Theatre (London)
 - *Note: Resigned 2012 upon my daughter being hired onto Grand Theatre staff
 - 2011 & 2013 – cast member in Grand Theatre community play
- 2012-2015* – Board of Directors, Southwest Economic Alliance (SWEA)
 - 2012-2013 – Chair, Private Sector Working Group
 - 2014-2015 – Corporate Secretary
 - *Note: 2015 – organized SWEA orderly wind up and dissolution
- **2012-present – St. George Catholic Parish Lay Liturgical Minister (Commentator & Lector)**
- **2013-present – Thames Valley Science & Engineering Fair (Divisional & Special Awards Judge)**
 - 2014 – Canada Wide Science Fair (Windsor Ontario) Divisional Judge
- **2015-present – Rotary District 6330 Youth Exchange Committee (Treasurer)**
- 2016 – CoChair, Pillar (Not For Profit Network) Innovation Awards Committee
- **2016-present – ICD Southwestern Ontario Chapter Executive (Secretary)**
- 2016-2018 – Member, City of London Community Grants Panel
- 2016-2021 – Member, Board of Directors, ReForest London
 - 2016-2020 – Chair, Westminster Ponds Centre Project Committee
 - 2018-2021 – Board of Directors (Vice Chair 2018-2020, Chair 2020-2021)
- 2016-2018 – Board Policy Review Advisor, Central States Rotary Youth Exchange Inc.
- **2016-present – LondonG5 (private citizen group sponsoring UNHCR refugees)**
 - **Official Representative to Immigration, Refugee and Citizenship Canada (IRCC, federal government ministry)**
 - **Host to four refugee families for periods from 3 weeks to 3 years in lower level apartment within own home**
- **2019-present – Rotary District 6330 Leadership Team (Secretary)**

Committee: **London Hydro**

Organization/Sector represented: **Senior Partner MacNeill Edmundson P. C.**

Name: **James MacNeill**

Occupation:
FCPA

Work experience:

Managing Partner MacNeill Edmundson PC Specialist in Taxation Instructor in Taxation at UWO Chairman of Board in many London organizations Education: Bachelor of Mathematical Science, University of Waterloo, 1977 Received CA Designation in 1978 Received CPA Designation in 2012 Received FCA, FCPA in 2018 Received CFP Designation in 1997

Skills:

Strong communication skills in dealing with complex matters. Negotiation skills on complex transactions. Corporate finance skills in the area of business valuations, and related financings. Knowledge of Governance matters, and Board Structures.

Interest reason:

At this stage in my career, I would like to apply my skill sets to the work of London Hydro. I am a long time, proud Londoner, and I feel I can make a meaningful contribution at the Board level.

Contributions:

Financial analysis from a Board perspective, and the audit function. Guidance on potential, if any, corporate purchases

Past contributions:

Chairman of the Board Westminster College Chairman of the Board Museum London Chairman of the Board the London Club Chairman of the Board Centre Stage Theatre Treasurer of the London Home Builders Assoc

Interpersonal:

Numerous Board experience, and knowledge of proper Policies and Procedures, and general governance matters, and in particular on Roberts rules of order. Lecturer at UWO, and Fanshawe College. Hiring Executive Directors at various organizations. My personal style, is to seek as much input from other people before making important decisions, that will affect the future of the organization.

Interview interest: **Yes**

JAMES B. MACNEILL
CURRICULUM VITAE

- CHARTERED ACCOUNTANT:** Inducted Fellow of the Chartered Professional Accountants of Ontario in 2018
Received C.P.A. designation in 2012
Received C.A. designation in 1978
Received C.F.P. designation in 1997
Graduate of University of Waterloo in 1977
Bachelor of Mathematical Science
CICA In Depth Tax Course
CICA In Depth Tax Course - GST
CICA In Depth Tax Course - U.S. Tax
CICA In Depth Tax Course - International Tax
CICA In-Depth Tax Course – Corporate Reorganization
- AREA OF EXPERTISE:** Taxation, corporate reorganization, cross-border tax planning, international tax
- ACADEMIC INVOLVEMENT:** Lecturer, Personal and Corporate Taxation, Western University, 2001-2009
Lecturer, Accounting, Fanshawe College, 1986-1989
- CURRENT COMMUNITY INVOLVEMENT:** Committee Member, The London Club
Member, Campaign Cabinet, Fanshawe College
- COMMUNITY INVOLVEMENT:** Construction Crew in Cambodia, Tabitha Foundation Canada 2014
Chairman of the Board, The London Club
Chairman of the Board, Museum London
Chairman of the Board, Westminster College
Chairman of the Board, Centre Stage Theatre
Chair, Finance Committee, RCGA, Canadian Mid-Amateur Championship
Chair, Property and Finance Committee, Museum London
Chair, Finance Committee, Museum London Foundation
Member – Treasurer, Executive, The London Club
Member, Board of Museum London Foundation
Treasurer of London Home Builders' Association
Treasurer of Westminster College
London Free Press Editorial Board
Treasurer, Colborne Street United Church
Treasurer of Dance London
- MEMBERSHIPS:** Canadian Tax Foundation
London Tax Discussion Group
Film and Electronic Media Association (FEMA)
The London Hunt and Country Club
The London Club
Griffith Island Hunting Club
Oaks Golf Club
- PUBLICATIONS:** Frequent Appearances on CFPL T.V. on Matters of Tax and Finance
Lecturer in Taxation Chartered Life Underwriter
Lecturer, Law Society Bar Admissions Course – Family Law Section
Articles to Western Ontario Business and London Free Press
Lecturer for Federal Business Development Bank on Taxation
Lecturer at Fanshawe College, London, Ontario
Developed Personal and Taxation Courses for the Purposes of UWO Senate Approval and ICAO Approval

Committee: **London Hydro Inc. Board of Directors**

Organization/Sector represented: **Technology / Business**

Name: **Margaret (Marg) A. Parks**

Occupation: **Recently Retired IBM Business Executive**

Work experience: **I have both Board and Work experience as outlined here.**

Board Experience

- 1) I am currently on the Board for Children's Aid of London London and Middlesex, serving on the Executive Board, and as currently as Vice President. I am going into year 4 on this Board and have developed my Governance skills. I have engaged with Children's Aid on all Committees (Finance, Executive and Quality) and have Chaired the Quality Committee for 3 years.
- 2) Additionally I am a past Board member of Big Brothers Big Sisters of London – 7 years Experience including Board Governance, having worked on all committees and served as Vice President for 2 years
- 3) My Sisters Place – I have served with My Sisters' Place - CMHA Middlesex for 3 years in several capacities – including Fundraising, Organization and Strategic Consulting as part of the Sustainability Committee
- 4) I have completed Board Governance Training through Capacity Canada. This training has been invaluable in providing a basis to understand the roles and responsibilities for a Board of Directors.

IBM / Work Experience - Career with IBM in the technology business.

I am a results oriented executive with strong people skills and success in tackling transformation challenges. I have the ability to work in environments with multiple stakeholders.

I Consulted with clients in areas of Mergers & Acquisitions, Strategic Planning, Business & Financial Operations. I was personally responsible for complex contract negotiations of over \$10 M annually. I had increasing responsibilities in Sales, Strategic Planning, Executive Management, Consulting, HR, Operations and Change Management. I managed teams of 35+ employees.

Education: IBM Education & Training every year (over 30 years) – including Harvard Courses, Executive Management Development, and Sales Training. Laurier Business Certificate in Entrepreneurial Studies, Governance Board Training with Capacity Canada

Skills: I understand the Hydro business. I have worked with London Hydro, plus several other Hydro businesses in Ontario – including Bruce Power, Ottawa Hydro, Hamilton Hydro and others. The experience I bring will allow me to assimilate efficiently and become part of the Board process. I offer good personal energy and a professional approach to accomplish results.

Interest reason:

I have interest in Board work to stay engaged and contribute to our Community. I would like to spend time on one Corporate Board, and continue with one Charitable Board to balance this.

I have been part of the London Community for 25 years. I have strong business and personal relationships in this community. I understand the Vision and Values of London Hydro and I believe I can contribute to continued success. The skills and experience that I have gained in areas of M&A, contract negotiations, HR and business operations will help me be successful and contribute to the London Hydro Board. I have a strong work ethic and high energy, and work very well as part of a team.

Contributions: I would work hard to be a contributing member on the Board. I have good communication skills and I am very interested to see the continued success of London Hydro. The experience that I have in areas such as M&A, strategic planning, technology, and financial management are all part of my experience.

Past contributions:

Boards:

I have Board experience with 3 organizations here in London. I am currently active at Children's Aid and My Sisters Place. I have had extensive Board Training.

As noted above I have the following Board experience:

- 1) Children's Aid Society London and Middlesex – Currently serving as Board VP
- 2) Big Brothers Big Sisters of London – 7 years Experience
- 3) My Sisters' Place - CMHA Middlesex – 3 years

Business

My corporate work life has provided strong experience and training opportunities for me to grow and develop, and I would like to use this experience to contribute back into our community. My experience and education while I worked at IBM, honed my skills in the business environment.

Interpersonal:

I have Board experience where I always work collaboratively with team members. Additionally, my career experience was successful in great part because I am very strong when I am working as part of a team. I believe my work effort and the diligence that I show are major contributing factors to my success. My personal style is collaborative. As a business executive it was a key part of my responsibilities to collaborate both with senior executives of our clients, and with the IBM teams to manage and implement change processes within those same businesses. I have over 20 years of management experience, managing complex projects and large teams.

Interview interest: **Yes**

Committee: **London Hydro Inc. Board of Directors**

Organization/Sector represented: **Industry knowledge, strategic planning, finance, regulatory, etc.**

Name: **Mark F. Rosehart**

Occupation:

CEO/General Manager Tillsonburg Hydro Inc. until June 30, 2016

Work experience:

Primary functions have included participation within the corporate senior management team on various strategic planning initiatives, managing various regulatory compliance and customer issues, business and resource planning, administration and budgeting. Management of customer service, information system, strategic planning, utility support services team; key accounts and energy management, business systems support, wholesale and retail settlements, meter data management, and retailer management, regulatory compliance.

Education:

THE UNIVERSITY OF WESTERN ONTARIO, London, Ontario. B.A. in Administrative & Commercial Studies, Financial Studies & Economics, 1980 -1983 FANSHAWE COLLEGE OF APPLIED ARTS & TECHNOLOGY, London, Ontario. Diploma, Graduated Land Survey (Civil) Technician Program., 1977 -1979 Activities and Societies: Student Council representative for the CIVIL Technology Division ONTARIO ASSOCIATION OF CERTIFIED ENGINEERING TECHNICIANS AND TECHNOLOGISTS Designation as a C.E.T. and C.S.T.

Skills:

Strategic planning, Regulatory Interpretation, Finance deputy Treasurer, Business Communications and Report Writing, Stabilization & Complex Issues Management, Electric & Water Conservation/CDM Manager, Team Building and Mentorship, Regulatory Interpretation & Requirements, Energy Management, Smart Metering Business Process, Project Management Change Management and Leadership, Strategic Planner/Visionary, Award Winner, Program Developer, Marketing

Interest reason:

My aspiration is to continue to serve the Public in a team environment experiencing new challenges and growth, and at the same time utilize my skills and past experiences to meet the organizations mission and objectives.

Contributions:

Vision, leadership, commitment, hard worker, strategic thinker, diverse knowledge and experience, senior leadership team player, experienced manager, complex issues manager, team builder and leader, etc.

Past contributions:

Senior leadership team at two Hydro Distribution companies, Middlesex Elgin Board of Director, etc.

Interpersonal:

Senior leadership team at two Hydro Distribution companies, Middlesex Elgin VON Board of Director, Smart Energy Oxford Committee member, key advisor to the Ontario Energy Board (OEB), Ministry of Energy (MOE), Independent Electric System Operator (IESO), etc. I have personally worked with the MOE in writing two legislations and multiple regulations, the OEB in writing and defining multiple Codes and the IESO in defining compliance and initiatives. Considerable senior leadership team experience, etc.

Interview interest: **Yes**

Mark F. Rosehart B.A., C.E.T., C.S.T.

Linkedin: www.linkedin.com/in/mf-rosehart

Experience

CHIEF EXECUTIVE OFFICER/GENERAL MANAGER AT TILLSONBURG HYDRO INC.

2015 – 2016

Stabilize business operations, create a path of sustainability, and/or review alternative business model options, enhanced governance, represent THI on various stakeholder matters e.g. Regional Planning, Smart Energy Oxford, Ministry of Energy, etc. Through presentation and Hydro Board approval several changes were made including implementation of an operational resource plan, organizational restructuring, sustainable budget approvals, short and long-term business strategies, etc.

DIRECTOR, UTILITY SUPPORT SERVICES & ENERGY MANAGEMENT AT LONDON HYDRO INC.

1999 - 2012

Employed as the Director, Utility Support Services & Energy Management within the Customer Services & Strategic Planning (CSSP) Department. Primary functions have included participation within the corporate senior management team on various strategic planning initiatives, managing various regulatory compliance and complex business issues, business and IT resource planning, administration, and budgeting. In addition, management of the utility support services team consisting of business systems support, key accounts and energy management, wholesale and retail settlements, meter data management and retailer management.

Past Positions: *Director, Utility Support Services & Energy Management (2005-2012) *Manager of Strategic Planning and Energy Analysis (2002-2004) *Strategic Planner (2001) *Key Account Executive (1999).

Special projects have included: project management and business lead for the design of transmission and distribution rates, strategic business and regulatory compliance plans, and the design and implementation of the wholesale, retail settlement, and interval metered data management systems. Other important roles included development of CIS (ODS/MDM/MDUS/MV90/IEE) architecture and strategies, and senior participation on the provincial change management teams, rate hearings representative, and member of the London Hydro Union Management Job Evaluation Committee.

MANAGER OF CUSTOMER SERVICE & INFORMATION SYSTEMS AT TILLSONBURG PUBLIC UTILITY COMMISSION

1986 - 1999

- ❖ Customer Service Manager: 30% allocation.
- ❖ Deputy Treasurer and Financial Analyst: 30% allocation.
- ❖ Key Accounts Manager: 20% allocation.
- ❖ Computer & Information Systems Manager: 20% allocation.

Page 1 of 2.

Skills & Expertise

*Leadership, Team Building and Mentoring *Business Communications and Report Writing *Strategic Planning/Visionary *Stabilization & Complex Issues Management *Resource & Business Planning *Change & Project Management *Wholesale & Retail Settlements *Research, Rate and Price Analytics *Electric & Water Conservation *Business Process Improvement *Regulatory Interpretation & Business Requirements *Energy Management, Renewables & Smart Metering *Award Winner, Program Development, Marketing.

Education & Associations

THE UNIVERSITY OF WESTERN ONTARIO, LONDON, ONTARIO.

B.A. in Administrative & Commercial Studies, Financial Studies & Economics, 1980 - 1983

FANSHAWE COLLEGE OF APPLIED ARTS & TECHNOLOGY, LONDON, ONTARIO.

Diploma Land Survey (Civil) Technician Program, 1977 - 1979

Activities and Societies: Student Council representative for the CIVIL Technology Division.

CONTINUING EDUCATION:

Completed several Municipal, Accounting and Human Resources Management Certificate program credits, Front Line Leadership, Organizational Behaviour, Visual Basic, AutoCAD, etc.

ONTARIO ASSOCIATION OF CERTIFIED ENGINEERING TECHNICIANS AND TECHNOLOGISTS

Designation as a C.E.T. and C.S.T.

BOARD MEMBERSHIP:

*London-Middlesex Housing Corporation Board of Directors (2017) *Tillsonburg Hydro Board of Directors (2015) *Smart Energy Oxford Committee Member (2015-16) *VON Elgin Middlesex Board of Directors (2014).

Awards and Honours:

- M.E.A. Marketing and Consumer Information Award for medium sized Utility (1988) - Heat Pump Package.
- Ontario Hydro - Award for Excellence in Customer Service and Promotion of Energy Efficiency (1992).
- M.E.A. Marketing and Consumer Information Award for medium sized Utility (1997) - "Home Energy Audit" program.

Committee: **London Hydro Board of Directors**

Organization/Sector represented: **Small Business Sector**

Name: **Lee Smithson**

Occupation:

CFDC General Manager/Franchise owner

Work experience:

I have varied work experience including, Account director and Regional Sales management, Managing Director of The Stiller Centre and Western Research Park, Director of Life Sciences and Entrepreneurship with LEDC General Manager of Middlesex CFDC a federally funded small business support centre with a lending pool for rural entrepreneurs. I am also a small business owner of a FranNet Franchise for Southwestern Ontario

Education:

I have a BSc in Cell Biology from Western and a number of Sales and management training certificates from a number of public and private training centres

Skills:

I have a good understanding of financial and legale knowledge including accounting and limited tax as it pertains to small businesses; • I have a solid understanding of the core business and objectives of the Corporation; • I have experience in strategic planning, including human resource planning • My research park and Stiller Centre positions included considerations of corporate stewardship and risk management; • 15 plus year of B2B sales and small business ownership have provided plenty of experience in a competitive business environment; • As a customer both residential and business I am very aware of client needs of the business • I am actively engaged with local issues • I have a reputation for integrity and solid leadership in the city; • My time at LEDC and with the CFDC have provided me with the opportunity to connect to London industry and understand their needs and what drives them. I have also been involved in, supported or led numerous economic development activities including Foreign direct investment missions and local entrepreneur summits

Interest reason:

I am looking for an opportunity to serve the community and bring my unique experience and skill sets to bear for the good of the city. I have lived and worked in London for more than 3 decades and would like to lever that experience back into London.

Contributions:

I feel I can contribute as both business community member and as a client of London Hydro. I have a positive vision for London's future and can contribute to Strategic planning through measured discussion and risk mitigation actions to enable London Hydro have clear and decisive board direction.

Past contributions:

I serve on the Foundation board for Museum London, I was on the founding board for Emerging leaders, I served on the founding committee for innovation works, I serve as president of the London Chapter of Keiretsu Forum (an angel investing platform) and have enabled London companies over the years to raise more than \$100m for their companies through access to my network or investment professionals

Interpersonal:

I have 15 years of sales and sales management experience and 12 years in a variety of senior management roles in very technical areas and in evaluating peoples business plans and investment requests. All of these experiences require one to respect the skills abilities and knowledge of others around the table. Not to do so would yeild less than ideal results.

Interview interest: **Yes**

Committee: **London Hydro Board of Directors**

Organization/Sector represented: N/A

Name: **Steven Stefanko**

Occupation:
Currently retired.

Work experience:

I was a Member and Vice Chair of the Ontario Municipal Board ("OMB") from 2005-2016, an Associate Lawyer and Partner with the law firm of Lerner LLP ("Lerner") from 1976-2005, the Chair of the Board of Directors of London Hydro ("LH") from 2000-2005 and a Commissioner with LH's predecessor, the Hydro Electric Commission of the City of London ("HEC") from 1998-2000.

Education:

I have a B.A.(Economics) and an LL.B from Western University.

Skills: **Prior experience with LH as Chair and my legal background, knowledge and experience at Lerner and the OMB.**

Interest reason:

It allows me the opportunity to again give back to a community which has been very generous to me over the years.

Contributions:

Based on my legal knowledge and experience as well as my previous experience at LH, I believe I am able to identify, address and resolve the various issues, both legal and otherwise, which LH must deal with, on an ongoing basis.

Past contributions:

As mentioned above I was the former Chair of the Board of Directors of LH and a Commissioner with HEC.

Interpersonal:

My time as a Partner with Lerner, as a Member and Vice Chair of the OMB, as the Chair of LH and, my tenure as Chair of the Board of Directors of King's University College.

Interview interest: **Yes**

Committee: **London Hydro Board of Directors**

Organization/Sector represented: **General Public**

Name: **Mary Helen Walsh**

Occupation:
Teacher

Work experience:

I have been involved in many different areas in my life. I have been a business and cooperative education teacher for 20 years. I have also been involved in real estate and the set up of several small businesses as well as being a responsible homeowner and London resident.

Education:

I graduated from Western University in 1981 and went into the insurance business. I returned part time to university and eventually graduated from Teacher's College in 1992.

Skills:

I am very interested and involved in Environmental Issues. I have a lot of business experience and a tremendous amount of experience dealing with people of all ages.

Interest reason:

I think I can make a difference to both London Hydro and its customers. I am a real life working person and have worked very hard to get where I am. I would like to be able to give back to the city I have lived in my entire life.

Contributions:

I can contribute new, fresh ideas on how to improve service and motivate customers to lower consumption.

Past contributions:

I have not been on a body like London Hydro, however I have been involved on many school committees, our neighbourhood association, Amabile choirs of London amongst others.

Interpersonal:

I have lots of experience from the school perspective as well as the Amabile perspective. Listening to others and respecting their opinions is crucial to effective meetings.

Interview interest: **Yes**

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Lynne Livingstone
Subject: London & Middlesex Community Housing Inc. 2020 Annual
General Meeting of the Shareholder Annual Resolutions
Date: June 23, 2021

Recommendation

That, on the recommendation of the City Manager, the attached proposed by-law (Appendix “A”) entitled “A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.”, BE INTRODUCED at the Municipal Council meeting to be held on July 6, 2021.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

March 4, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2
April 8, 2019 – Strategic Priorities and Policy Committee – Agenda Items #4.3 and #4.4
June 24, 2019 – Strategic Priorities and Policy Committee – Agenda Item #3.2
August 26, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2
September 16, 2019 – Strategic Priorities and Policy Committee – Agenda Item #4.1
March 31, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1
April 7, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1
December 16, 2020 – Strategic Priorities and Policy Committee – Agenda Item. #3.2
April 6, 2021 – Strategic Priorities and Policy Committee – Agenda Item #2.3

2.0 Discussion and Considerations

2.1 2020 Annual General Meeting

At its meeting held May 25, 2021, Municipal Council resolved:

“That the following actions be taken with respect to the 2020 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

- a) the 2020 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 23, 2021, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and,
- b) the City Clerk BE DIRECTED to provide notice of the 2020 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 26, 2021, from A. Mackenzie, Interim CEO, London & Middlesex Community Housing, with respect to this matter.”

Board Composition

At its meeting held on April 23, 2021, the Municipal Council resolved:

“That, on the recommendation of the City Manager, the following actions be taken with respect to London & Middlesex Community Housing Inc.:

- a) the “Terms of Reference Board of Directors London & Middlesex Community Housing Inc.” as appended to the staff report dated April 6, 2021 as Appendix “A”, BE ADOPTED;
- b) the proposed by-law as appended to the staff report dated April 6, 2021 as Appendix “B” being “A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to provide for a new Board composition”, BE INTRODUCED at the Municipal Council Meeting to be held on April 13, 2021;
- c) the proposed “Recruitment Process for Director Appointments”, as appended to the staff report dated April 6, 2021 as Appendix “C”, BE ADOPTED; and,
- d) two (2) members of the Interim Board of Directors BE APPOINTED as Directors for a period not to exceed one year to provide for support for board and organizational continuity, stability, and knowledge transfer. (2.3/7/SPPC)”

The above-noted actions implement Municipal Council’s direction resulting from the review undertaken in 2019 and 2020 in response to a report regarding service delivery for housing.

- i) The Board of Directors shall consist of nine (9) directors, six (6) of which shall be composed of various classes of directors, the fourth class shall consist of three (3) directors, two (2) of which shall serve as the representatives of London Municipal Council and one (1) which shall serve as the representative of Middlesex County Council.
- ii) The term of the Elected Officials will coincide with the term of Council
- iii) Community and Tenant directors will serve staggered terms with a maximum reappointment of eight (8) consecutive years. Reappointments for additional terms may be submitted to Municipal Council for consideration.
- iv) Directors shall serve until their successors are appointed.

Municipal Council also supported that two (2) members of the Interim Board of Directors be appointed as First Class Directors for a period not to exceed one year to assist with the transition of the new Board. The election of the new Board of Directors is proposed to occur at the Annual General which will be held at the June 23, 2021 Strategic Priorities and Policy Committee.

2020 Annual General Meeting

The London & Middlesex Community Housing Inc. is a corporation with share capital incorporated under the *Business Corporations Act*, R.S.O. 1990 c. B.16. The London & Middlesex Community Housing Inc. is managed by an Interim Board of Directors appointed by The Corporation of the City of London as the sole shareholder.

The attached (Schedule “1”) Annual Resolutions of the Shareholder of the London & Middlesex Community Housing Inc. addresses the following matters that are required to be dealt with at an Annual Meeting as required by the Shareholder’s Declaration and the *Business Corporations Act*.

- a) receipt of the 2020 audited financial statements; and,
- b) appoint an Auditor; and,

- c) election of the directors in accordance with the Special Resolution to the Shareholder of the London & Middlesex Community Housing Inc. passed by Municipal Council on April 13, 2021.

It is noted that the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc. attached to the proposed by-law does not include individuals names as the Shareholder is proposed to elect those individuals at the Annual General Meeting.

The Interim Board will be submitting recommended individuals for elections. The City Clerk's Office also received a number of applications with respect to this matter.

Conclusion

It is recommended that the attached proposed by-law (Appendix "A") entitled "A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.", BE INTRODUCED at the Municipal Council meeting to be held on July 6, 2021.

Prepared and Submitted by: Cathy Saunders, City Clerk
Recommended by: Lynne Livingstone, City Manager

APPENDIX “A”

Bill No.
2021

By-law No. A.-

A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc.

WHEREAS London & Middlesex Community Housing Inc. is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the “BCA”);

AND WHEREAS subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London & Middlesex Community Housing Inc.;

AND WHEREAS Subsection 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

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

1. The Annual Resolutions of the Shareholder of London & Middlesex Community Housing Inc. for the fiscal year ended December 31, 2020, attached as Schedule “1” are ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Annual Resolutions of the Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on July 6, 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – July 6, 2021
Second Reading – July 6, 2021
Third Reading – July 6, 2021

SCHEDULE “1”
LONDON & MIDDLESEX COMMUNITY HOUSING INC.
(the “Corporation”)

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following special resolution, signed by the sole shareholder of the Corporation entitled to vote thereon, is hereby passed pursuant to the Act:

FINANCIAL STATEMENTS

It is hereby acknowledged that the balance sheet of the Corporation as at December 31, 2020, and the other audited financial statements, together with Auditors’ Report, of the Corporation for the financial year ended on such date have been received by the undersigned shareholder of the Corporation.

ELECTION OF DIRECTORS

WHEREAS the articles of the Corporation provide that the Corporation shall have a nine (9) directors;

NOW THEREFORE BE IT RESOLVED AS A RESOLUTION THAT:

1. The composition of the Board of Directors of the Corporation be set at nine (9) members appointed by the City of London Municipal Council as follows: two (2) members of City of London Municipal Council; one (1) member of the County of Middlesex Council; four (4) members of the community-at-large; and two (2) tenants of London Middlesex & Community Housing Inc;

2. In appointing members to the Board of Directors, consideration should be given to reflecting the diversity of the community that the London & Middlesex Community Housing Inc. serves and due regard should be given to the following qualifications of applicants to ensure that the Board collectively represents a range of relevant skills and expertise including with respect to:

- Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing
- Financial and legal knowledge
- Experience in asset management, building sciences, construction, land development
- Property management
- Community development
- Labour relations
- Lived experience
- Corporate governance, including strategic planning, human resources
- Tenant support for individuals with unique needs (e.g. mental health, addictions, accessibility, violence, trauma, etc.)

The skillsets noted above set out an inventory of the ideal skills, experiences, expertise, and leadership characteristics that will help to guide the board recruitment and move the organization forward. The listing of qualifications reflects the spectrum of desired knowledge, experience and skillsets and should not be interpreted as a listing of priorities or primacy of importance.

3. The term of appointment of Board Directors reflects staggered appointments by class in order to support board and organization continuity, stability and knowledge transfer. The Directors shall hold office until their successor is elected. The following outlines the Directors terms:

Class	Director	Term
First	Two Members of Interim Board	The close of the annual meeting of the shareholders to be held in 2022 for the financial year ending December 31, 2021
Second	One (1) community-at-large One (1) tenant of LMCH	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
Third	One (1) community-at-large One (1) tenant of LMCH	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Fourth	Two (2) Members of City of London Municipal Council One (1) Member of County of Middlesex Council	The term of Municipal Council

Notwithstanding the Terms set out above for the period of one year from the date of appointment two (2) members of the Interim Board of Directors shall be appointed as First Class Directors.

Tenant and community-at-large directors shall serve staggered terms with a maximum number of reappointments of eight consecutive years in total. Reappointments for another term may be submitted to the Shareholder for consideration.

APPOINTMENT OF AUDITORS

4. KPMG LLP are hereby appointed auditors of the Corporation to hold office until the close of the next annual meeting of the shareholders or until a successor is appointed by the shareholder at such remuneration as may be fixed by the directors and the directors are hereby authorized to fix such remuneration.

DATED this _____ day of _____, 2021.

The Corporation of the City of London

By: _____
Name: Ed Holder
Title: Mayor

By: _____
Name: Catharine Saunders
Title: City Clerk

LAYING A FOUNDATION



LONDON & MIDDLESEX COMMUNITY HOUSING

2020

ANNUAL REPORT

JUNE 23 2021

A YEAR LIKE NO OTHER

London & Middlesex Community Housing (LMCH) is one of many organizations across London and our region that has experienced the unique realities that COVID-19 has brought to our community.

While there have been many challenges throughout the pandemic, there have also been many noteworthy, and historic accomplishments that are preparing for a new chapter at LMCH.

For our tenants, our community, and our staff, we are pleased to show you how we are laying down the building blocks for our organization's future to flourish in the years to come.



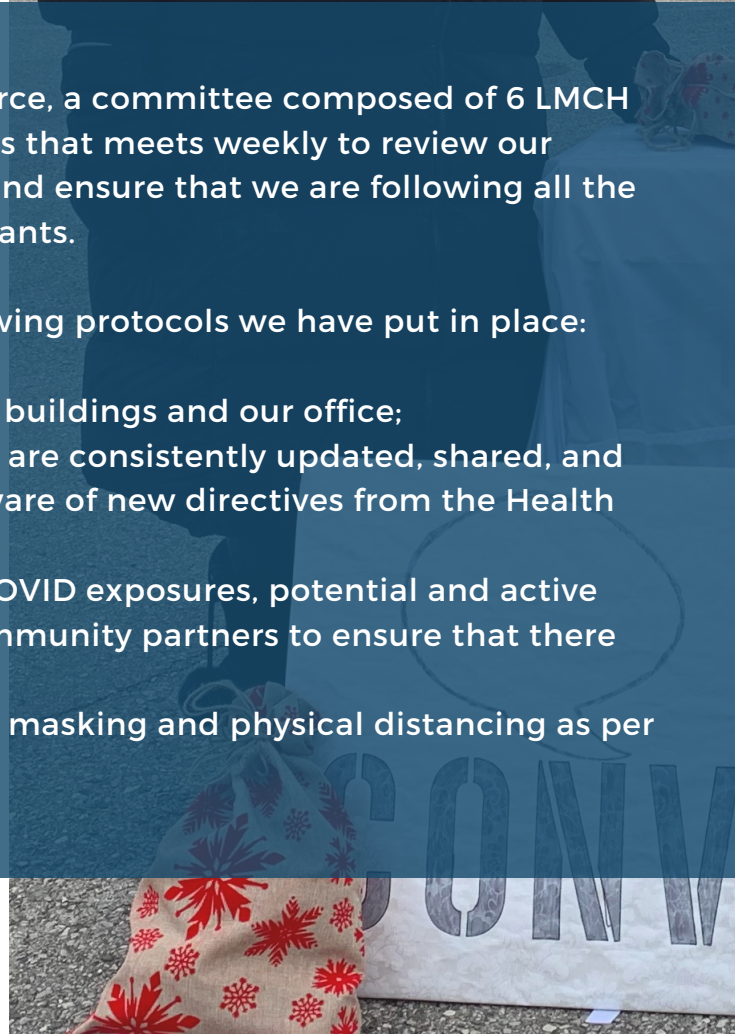
THE IMPACTS OF COVID-19

Working alongside our tenants, we have strived to adjust our operations to ensure the safety of all tenants, staff, community partners, and vendors.

In early 2020, we created the COVID Taskforce, a committee composed of 6 LMCH staff members representing all departments that meets weekly to review our health and safety measures during COVID and ensure that we are following all the necessary steps to protect our staff and tenants.

This includes but is not limited to the following protocols we have put in place:

- Increasing weekly cleanings at both our buildings and our office;
- Ensuring that communication materials are consistently updated, shared, and posted to all sites so that tenants are aware of new directives from the Health Unit as they evolved;
- Keeping a detailed log of all potential COVID exposures, potential and active cases for staff, tenants, vendors, and community partners to ensure that there was no community transmission; and,
- Following up with tenants to encourage masking and physical distancing as per the Health Unit's directives.





POLICY AND OPERATIONS

While COVID produced many obstacles for LMCH, there were also a lot of foundational accomplishments at the executive level. Under the leadership of our governing Board of Directors, several policies, initiatives, and historic projects were approved, which will help to shape the organization's future in the years to come.

As our team continues to grow in the coming years, these new policies will serve as guiding principles in many aspects of our organization.

New and approved policies during the 2020 year:

- Affordable Housing Rates Policy
- Code of Conduct Policy
- Communications Policy
- Crisis Communications Policy
- IT Policy
- Social Media Policy
- Tenant Relocation Policy (for regeneration activities)
- Use of Force Policy

BUILDING SAFETY AND SECURITY

Improving safety and security is a constant priority for LMCH. This year, as per Business Case 19, LMCH hired a new Security Manager to take charge of improving security across the portfolio.

Since then, the Security Manager has overseen the implementation of security pilot programs at our Simcoe and Dundas buildings, security camera projects at various sites, created emergency-preparedness policies and procedures, and oversees LMCH's emergency response.

Most recently, our security team continues to grow with the arrival of three new Community Safety Specialists, who will form our new Community Safety Unit (CSU). Part of their new training will involve implementing our new "Use of Force" policy.





OUR ASSET MANAGEMENT PLAN:

LMCH'S FOUNDATION FOR THE FUTURE

One of LMCH's most notable accomplishments was the completion and publication of our 2020-2029 Asset Management Plan (AMP). This document will play an important role in all of LMCH's work as we look to improve the levels of service (LOS) we offer in all of our buildings over the next decade.

The AMP outlines how LMCH will look to repair and renew properties across our portfolio so that our residents will be able to lead happier and healthier lives.

REPAIRING AND RENEWING OUR ASSETS: CMHC FUNDING

In collaboration with the Canada Mortgage and Housing Corporation (CMHC) and the Federal government, LMCH was granted \$40.1 million for our repair and renew projects.

This historic funding will be used towards improving energy efficiency and greater unit accessibility at our buildings so that our residents can spend their years living comfortably in a home that is safe, affordable, and accessible. LMCH has hired a Project Manager to oversee our progress on these exciting projects that align with our work in the AMP.





REIMAGINE THE FUTURE OF HOUSING

In 2020, LMCH unveiled Reimagine Southdale, our first-ever regeneration project. Our Southdale property was publicly declared as the selected site for our regeneration activities, and the groundwork for development began. To date, we have hosted the first of our in-person and virtual Community Conversations with Southdale residents to receive their initial feedback on their future home.

To oversee this exciting new development, LMCH has hired a Project Manager who will work exclusively on all our regeneration activities at Southdale and beyond as we look to begin construction in the next few years.



COLLABORATIVE BUILDING: INTRODUCING OUR TENANT ADVISORY COUNCIL

This year, our Community Engagement Team spearheaded an initiative to create a diverse group that will represent tenants voices and share their recommendations to LMCH staff and our Board of Directors. The Tenant Advisory Council (TAC) has 13-members composed of representatives from diverse backgrounds, perspectives, and experiences who currently live with LMCH.

TAC will be responsible for sharing tenants ideas and recommendations with our Board, while also discussing their concerns, feedback, and suggestions on various agenda items. They convene once a month and frequently will meet with the Board to touch base on action items.



BUILDING ONWARDS: LOOKING FORWARD TO 2021

- Partnering with MLHU to bring mobile vaccination clinics to our buildings and communities.
- Our Board of Directors completed its governance review at the end of 2020 and presented its recommendations to Council in January of 2021. Recruitments for the new board are underway.
- Planning our 2022-2025 Strategic Plan.
- Hiring our new CEO.





While 2020 was a year unlike any other, LMCH and our governing Board of Directors have seen many transformational changes that will guide our organization as we continue to grow in the years to come.

LMCH would like to thank our sole shareholder the City of London, our staff, tenants, and community partners for helping us to lay down the foundations for our future.

THANK YOU!



LONDON &
MIDDLESEX
COMMUNITY HOUSING

London & Middlesex Community Housing Inc.

Audit Findings Report
for the year ended
December 31, 2020

KPMG LLP

May 20, 2021



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KPMG contacts

The contacts at KPMG in connection with this report are:



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**Lead Audit Engagement
Partner**
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kdenbok@kpmg.ca



Dania Nabhani
Audit Manager
Tel: 519-660-2120
dnabhani@kpmg.ca

Our refreshed Values

What we believe

 Integrity
We do what is right.

 Excellence
We never stop learning
and improving.

 Courage
We think and act boldly.

 Together
We respect each other
and draw strength from
our differences.

 For Better
We do what matters.



How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contributes to its delivery.

‘**Perform quality engagements**’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define ‘**audit quality**’ as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics, and integrity**.



Doing the right thing. Always.

Executive summary

Purpose of this report¹

The purpose of this Audit Findings Report is to assist you, as a member of the Board of Directors, in your review of the results of our audit of the financial statements as at and for the year ended December 31, 2020. This Audit Findings Report builds on the Audit Plan we presented to the Board of Directors.

What's new in 2020

There have been significant changes in 2020 which impacted financial reporting and our audit:

- COVID-19 pandemic – See page 5-7
- New CAS auditing standards – See page 8

Changes from the audit plan

There have been no significant changes regarding our audit from the Audit Planning Report previously presented to you.

Finalizing the audit

As of May 20, 2021, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include:

- Completing our discussions with the Board of Directors
- Obtaining evidence of the Board's approval of the financial statements
- Obtaining a signed copy of the management representation letter

We will update the Board of Directors, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditors' report will be dated upon the completion of remaining procedures.

¹ This Audit Findings Report is intended solely for the information and use of Management, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Findings Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Uncorrected differences

We did not identify differences that remain uncorrected.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Control deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

Independence

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.

What's new in 2020

COVID-19 pandemic

In our Audit Planning Report, we communicated how the impacts of the COVID-19 pandemic were going to affect our audit. We adapted our audit to respond to COVID impacts on your business, including the impacts on financial reporting and internal control over financial reporting.

Area of Impact	Key Observations
Corporation's financial reporting impacts	<ul style="list-style-type: none"> — We considered impacts to financial reporting due to the COVID 19 pandemic and the increased disclosures needed in the financial statements as necessary. — In areas of the financial statements where estimates involved significant judgements, we evaluated whether the method, assumptions and data used by management to derive the accounting estimates, and their related financial statement disclosures were still appropriate per the relevant financial reporting framework given the changed economic conditions and increased estimation uncertainty. — The areas of the financial statements most affected included: <ul style="list-style-type: none"> ○ Disclosures – Risk disclosures have been updated by management where necessary as a result of the COVID 19 pandemic.
Corporation's internal control over financial reporting	<ul style="list-style-type: none"> — As a result of the changes to the Corporation's work environment during certain times in F2020 we updated our understanding of internal control over financial reporting due to the COVID-19 pandemic as necessary. We noted that there were no significant changes to the Corporation's control environment as a result of the pandemic.
Materiality	<ul style="list-style-type: none"> — We considered impacts to financial reporting on both the determination and the re-assessment of materiality for the audit of the financial statements. — Materiality has not changed from the amount communicated in our audit planning report.
Risk Assessment	<ul style="list-style-type: none"> — We performed a more thorough risk assessment specifically targeted at the impacts of the COVID 19 pandemic, including an assessment of fraud risk factors (i.e., conditions or events that may be indicative of an incentive/pressure to commit fraud, opportunities to commit fraud, rationalizations of committing fraud). — We did not identify any additional risks of material misstatement as a result of impacts to financial reporting, which required an audit response compared to the prior year.

COVID-19 pandemic

In our Audit Planning Report, we communicated how the impacts of the COVID-19 pandemic were going to affect our audit. We adapted our audit to respond to COVID impacts on your business, including the impacts on financial reporting and internal control over financial reporting.

Area of Impact

Key Observations

Working remotely

— We used virtual work rooms, video conferencing, and internally shared team sites to collaborate in real-time, both amongst the audit team as well as with management.

New auditing standards

The following new auditing standard is effective for the current year had an impact on our audit.

Standard	Key observations
CAS 540, Auditing Accounting Estimates and Related Disclosures	<ul style="list-style-type: none">— The new standard was applied on all estimates within the financial statements that had a risk of material misstatement due to estimation uncertainty and not just “key estimates”, “critical accounting estimates”, or “estimates with significant risk”.— The granularity and complexity of the new standard along with our interpretation of the application of that standard necessitated more planning and discussion and increased involvement of more senior members of the engagement team.— We performed more granular risk assessments based on the elements making up <u>each</u> accounting estimate such as the method, the assumptions used, the data used and the application of the method.— We considered the potential for management bias.— We assessed the degree of uncertainty, complexity, and subjectivity involved in making each accounting estimate to determine the level of audit response; the higher the level of response, the more persuasive the audit evidence was needed.

Audit risks and results

We highlight our significant findings in respect of **significant financial reporting risks** as identified in our discussion with you in the Audit Plan, as well as any additional significant financial reporting risks identified.

Significant financial reporting risk	New or changed?	Estimate?
Risk of material misstatement due to fraud resulting from fraudulent revenue recognition	No	No
Risk of material misstatement due to fraud resulting from management override of controls	No	No

Our response

Fraud risk from revenue recognition:

We have rebutted this fraud risk as it is not applicable to LMCH where performance is not measured based on earnings and revenue recognition does not involve significant judgment.

Findings:

- No issues noted.

Fraud risk from management override of controls:

We performed the following procedures as noted in our audit planning report:

- Testing of journal entries and other adjustments including procedures to gain assurance over completeness of the journal entry population.
- Performed a retrospective review of estimates and evaluated business rationale of significant unusual transactions.

Audit findings:

- No significant issues were noted as a result of our procedures

Audit risks and results

We highlight our significant findings in respect of **areas of focus** as identified in our discussion with you in the Audit Plan, as well as any additional areas of focus identified.

Area of focus	New or changed?	Estimate?
Cash	No	No
Accounts payable and accrued liabilities	No	No

Our response and Significant findings

We performed the following procedures as noted in our audit planning report:

- Obtained confirmation from third parties to verify cash balances at year-end.
- Reviewed bank reconciliations and performed verification of significant reconciling items.
- Reviewed financial statement disclosure.

Audit findings:

No significant issues were noted as a result of our procedures.

We performed the following procedures as noted in our audit planning report:

- Updated our understanding of activities over the initiation, authorization, processing, recording and reporting of accounts payable and accrued liabilities.
- Performed a search for unrecorded liabilities.

Audit findings:

No significant issues were noted as a result of our procedures.



Audit risks and results (continued)

Area of focus	New or changed?	Estimate?
Tangible capital assets	No	Yes
Change in management	New	No

Our response

We performed the following procedures as noted in our audit planning report:

- Updated our understanding of activities over the initiation, authorization, processing, recording and reporting of tangible capital assets.
- Vouched a selection of additions and disposals throughout the year to supporting documentation.
- Performed a substantive analytical procedure over depreciation expense.
- Obtained details of repairs and maintenance expenses recorded during the year. Vouched a selection of expenses to supporting documentation. For the items selected for testing, obtained an understanding of the nature of the expense to gain assurance that it was not capital in nature.
- Obtained management's assessment of the impact of the Contaminated Sites standard (PS 3260) and reviewed the impact to the financial statements, if any.

Audit findings:

No significant issues were noted as a result of our procedures.

We have gained an understanding over any revised financial processes and controls as a result of this change as well as reviewed any related unrecorded liabilities

Audit findings:

No significant issues were noted as a result of our procedures.



Financial statement presentation and disclosure

Misstatements, including omissions, if any, related to financial statement presentation and disclosure items are in the management representation letter.

We also highlight the following:

Form, arrangement, and content of the financial statements	Adequate
Significant qualitative aspects of financial statement presentation and disclosure	No concerns at this time regarding future implementation

Uncorrected differences and corrected adjustments

Differences and adjustments include disclosure and presentation differences and adjustments.

Professional standards require that we request of management and the Board of Directors that all identified differences be corrected. We have already made this request of management.

Uncorrected differences

We did not identify differences that remain uncorrected.

Corrected adjustments

We did not identify any adjustments that were communicated to management and subsequently corrected in the financial statements.

Control deficiencies

In accordance with professional standards, we are required to communicate to the Board of Directors significant deficiencies in internal control over financial reporting (ICFR) that we identified during our audit.

The purpose of our audit is to express an opinion on the financial statements.

Our audit included consideration of ICFR in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of ICFR.

The matters being reported are limited to those deficiencies that we have identified during our audit and that we have concluded are of sufficient importance to merit being reported to the Board of Directors and to meet professional standards.

Significant deficiencies

Description	Potential effect
No significant deficiencies in ICFR identified.	

Appendices

Content

Appendix 1: Other Required communications

Appendix 2: Management Representation Letter

Appendix 3: Audit and Assurance Insights

Appendix 4: Current developments



Appendix 1: Other Required Communications

Report

The conclusion of our audit is set out in our draft auditors' report attached to the draft financial statements.

Engagement terms

Engagement terms are outlined in our Engagement Letter, as provided in prior years. There have been no changes to the terms of our engagement in the current year.

Reports to the Board of Directors

We have provided our audit planning report to the Board of Directors.

Representations of management

A copy of the management representation letter is provided attached.

See Appendix 2

Appendix 2: Management Representation Letter

KPMG LLP
1400-140 Fullarton Street
London, ON N6A 5P2

March 20, 2021

Ladies and Gentlemen:

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as “financial statements”) of London & Middlesex Community Housing Inc. (“the Entity”) as at and for the period ended December 31, 2020

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in [Attachment I](#) to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated September 15, 2016, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements (“relevant information”), such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties;
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.
 - d) providing you with complete responses to all enquiries made by you during the engagement.
 - e) providing you with additional information that you may request from us for the purpose of the engagement.

- f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
- g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

Internal control over financial reporting:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Non-SEC registrants or non-reporting issuers:

- 11) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 12) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Yours very truly,

Diana Taplashvily, Director of Finance & Corporate Services

Andrea Mackenzie, Interim CEO

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Appendix 3: Audit and Assurance Insights

Our latest thinking on the issues that matter most to audit committees, Boards and Management.

Featured insight	Summary	Reference
Audit & Assurance Insights	Curated thought leadership, research and insights from subject matter experts across KPMG in Canada.	<u>Learn more</u>
The business implications of coronavirus (COVID 19)	Resources to help you understand your exposure to COVID-19, and more importantly, position your business to be resilient in the face of this and the next global threat.	<u>Learn more</u>
	Financial reporting and audit considerations: The impact of COVID-19 on financial reporting and audit processes.	<u>Learn more</u>
Accelerate 2020	Perspective on the key issues driving the audit committee agenda.	<u>Learn more</u>
Momentum	A quarterly Canadian newsletter which provides a snapshot of KPMG's latest thought leadership, audit and assurance insights and information on upcoming and past audit events – keeping management and board members abreast on current issues and emerging challenges within audit.	<u>Sign-up now</u>
Current Developments	Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook reports.	<u>Learn more</u>
Board Leadership Centre	Leading insights to help board members maximize boardroom opportunities.	<u>Learn more</u>

Appendix 4: Current developments

Public Sector Accounting Standards

Standard	Summary and implications
Impact of COVID-19	<ul style="list-style-type: none"> – In response to the impact of COVID-19 on public sector entities, PSAB has approved deferral of all upcoming accounting standards by one year and will issue non-authoritative guidance on the effects of COVID-19.
Asset Retirement Obligations	<ul style="list-style-type: none"> – The new standard is effective for fiscal years beginning on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area. – The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life. – As a result of the new standard, the public sector entity will have to: <ul style="list-style-type: none"> • consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset; • carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements; • begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues
Revenue	<ul style="list-style-type: none"> – The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19. – The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. – The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.

-
- The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
-

Financial Instruments and Foreign Currency Translation

- The accounting standards, PS3450 Financial Instruments, PS2601 Foreign Currency Translation, PS1201 Financial Statement Presentation and PS3041 Portfolio Investments are effective for fiscal years commencing on or after April 1, 2022. The effective date was deferred by one year due to COVID-19.
 - Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable.
 - Hedge accounting is not permitted.
 - A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations.
 - In July 2020, PSAB approved federal government narrow-scope amendments to PS3450 Financial Instruments which will be included in the Handbook in the fall of 2020. Based on stakeholder feedback, PSAB is considering other narrow-scope amendments related to the presentation and foreign currency requirements in PS3450 Financial Instruments. The exposure drafts will be released in summer 2020 with a 90-day comment period.
-

Employee Future Benefit Obligations

- PSAB has initiated a review of sections PS3250 *Retirement Benefits* and PS3255 *Post-Employment Benefits, Compensated Absences and Termination Benefits*. In July 2020, PSAB approved a revised project plan.
 - PSAB intends to use principles from International Public Sector Accounting Standard 39 *Employee Benefits* as a starting point to develop the Canadian standard.
 - Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.
-

Standard	Summary and implications
Public Private Partnerships (“P3”)	<ul style="list-style-type: none"> – PSAB has proposed new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. PSAB in the process of reviewing feedback provided by stakeholders on the exposure draft. – The exposure draft proposes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. – The exposure draft proposes that the public sector entity recognize a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. – The infrastructure would be valued at cost, with a liability of the same amount if one exists. Cost would be measured by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB is in the process of developing exposure drafts for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 <i>Financial Statement Concepts</i> and PS 1100 <i>Financial Statement Objectives</i>. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: <ul style="list-style-type: none"> • Removal of the net debt indicator, except for on the statement of net debt where it would be calculated exclusive of financial assets and liabilities that are externally restricted and/or not available to settle the liabilities or financial assets. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Restructuring the statement of financial position to present non-financial assets before liabilities. • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities). • A new provision whereby an entity can use an amended budget in certain circumstances. • Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.

Standard	Summary and implications
International Strategy	<ul style="list-style-type: none"> – PSAB has reviewed all proposed options for its international strategy, and in accordance with its due process, approved the option to adapt International Public Sector Accounting Standards when developing future standards. PSAB noted that the decision will apply to all projects beginning on or after April 1, 2021.
Purchased Intangibles	<ul style="list-style-type: none"> – In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. – Based on stakeholder feedback, PSAB will develop a Public Sector Guideline to clarify the guidance in the exposure draft to PS1000 <i>Financial Statement Concepts</i>, PS1100 <i>Financial Statement Objectives</i> and PS1201 <i>Financial Statement Presentation</i>. The updates to the Handbook are expected to be released in fall 2020. The accounting for intangibles may be addressed through future PSAB projects.



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KPMG member firms around the world have 227,000 professionals, in 146 countries.



Financial Statements of

**LONDON & MIDDLESEX
COMMUNITY HOUSING
Inc.**

And Independent Auditors' Report thereon

Year ended December 31, 2020



KPMG LLP
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London ON N6A 5P2
Canada
Tel 519 672-4880
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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of London & Middlesex Community Housing Inc.

Opinion

We have audited the financial statements of London & Middlesex Community Housing Inc. (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of change in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its results of operations, its change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Page 3

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a long, horizontal, slightly curved line that serves as a flourish or underline.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

May 20, 2021

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Financial Position

As at December 31, 2020 with comparative information for 2019

	2020	2019
Financial Assets:		
Cash	\$ 1,755,302	\$ -
Accounts receivable (note 3)	1,286,192	1,532,963
Due from The Corporation of the City of London	693,761	2,906,199
	<u>3,735,255</u>	<u>4,439,162</u>
Financial Liabilities:		
Cheques issued in excess of funds on deposit	-	99,637
Accounts payable and accrued liabilities	3,551,271	4,059,641
Tenant advances	809,468	741,071
Unearned miscellaneous revenue	70,382	48,397
	<u>4,431,121</u>	<u>4,948,746</u>
Net debt	(695,866)	(509,584)
Non-Financial Assets:		
Tangible capital assets (note 7)	61,962,783	58,878,638
Prepaid expenses	695,866	509,584
	<u>62,658,649</u>	<u>59,388,222</u>
Commitments (note 5)		
Impact of COVID-19 pandemic (note 10)		
Contingencies (note 11)		
Accumulated surplus (note 9)	\$ 61,962,783	\$ 58,878,638

See accompanying notes to financial statements

On behalf of the Board:

_____ Director _____

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

	Budget	2020	2019
Revenue:			
Rental revenue	\$ 11,870,303	\$ 12,364,052	\$ 11,870,011
The Corporation of the City of London:			
Rental subsidy	11,195,047	\$ 11,195,047	10,698,018
Funding adjustment	-	(629,910)	363,231
Business Case 19	1,194,000	1,194,000	-
Capital funding	-	5,514,382	6,664,904
Other	277,044	325,127	340,231
	24,536,394	29,962,698	29,936,395
Expenses:			
Salaries, wages and employee benefits	6,737,397	5,974,889	5,576,501
Maintenance, materials and services:			
Building, general	3,833,051	5,123,475	4,590,332
Grounds	1,087,445	1,070,619	978,474
Painting	225,040	335,828	280,483
Other	167,957	96,666	164,541
	5,313,493	6,626,588	6,013,830
Utilities:			
Electricity	1,987,311	1,696,433	1,951,090
Water	1,274,563	1,378,339	1,237,439
Natural gas	851,156	945,950	837,752
	4,113,030	4,020,722	4,026,281
Amortization	-	2,243,494	1,930,562
Property :			
Municipal taxes	5,016,000	5,022,251	5,023,084
Insurance	803,160	702,332	647,776
Mortgage payments	46,872	35,907	46,475
	5,866,032	5,760,490	5,717,335
Administration	2,506,442	2,252,370	2,075,120
Total expenses	24,536,394	26,878,553	25,339,629
Annual surplus	-	3,084,145	4,596,766
Accumulated surplus, beginning of year	58,878,638	58,878,638	54,281,872
Accumulated surplus, end of year	\$ 58,878,638	\$ 61,962,783	\$ 58,878,638

See accompanying notes to financial statements

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Changes in Net Debt

Year ended December 31, 2020, with comparative information for 2019

	Budget	2020	2019
Annual surplus	\$ -	\$ 3,084,145	\$ 4,596,766
Acquisition of tangible capital assets	-	(5,327,640)	(6,527,328)
Amortization of tangible capital assets	-	2,243,494	1,930,562
	-	(3,084,146)	(4,596,766)
Acquisition of prepaid expenses	-	(6,700,076)	(6,606,627)
Use of prepaid expenses	-	6,513,795	6,600,844
Change in net debt	-	(186,282)	(5,783)
Net debt, beginning of year	(509,584)	(509,584)	(503,801)
Net debt, end of year	\$ (509,584)	\$ (695,866)	\$ (509,584)

See accompanying notes to financial statements

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating Activities:		
Annual surplus	\$ 3,084,145	\$ 4,596,766
Items not involving cash:		
Amortization	2,243,494	1,930,562
Changes in non-cash items:		
Accounts receivable	246,771	(618,224)
Prepaid expenses	(186,282)	(5,783)
Due from The Corporation of the City of London	2,212,438	(2,166,137)
Accounts payable and accrued liabilities	(508,369)	1,097,036
Tenant advances	68,397	91,825
Unearned miscellaneous revenue	21,985	(19,275)
	<u>7,182,579</u>	<u>4,906,770</u>
Capital Activities		
Acquisition of tangible capital assets	(5,327,640)	(6,527,328)
Net increase (decrease) in cash	1,854,939	(1,620,558)
Cash (bank indebtedness), beginning of year	(99,637)	1,520,921
Cash (bank indebtedness), end of year	<u>\$ 1,755,302</u>	<u>\$ (99,637)</u>

See accompanying notes to financial statements

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

1. Incorporation:

London & Middlesex Community Housing Inc. (formerly London & Middlesex Housing Corporation) (the "Corporation") operates housing accommodation primarily for persons of low and moderate income. The Corporation operates 3,282 units throughout The City of London and the County of Middlesex and is 100% owned by The Corporation of the City of London.

2. Significant accounting policies:

The financial statements of the Corporation are prepared by management in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Corporation are as follows:

(a) Tangible Capital Assets:

- i) Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Assets	Useful Life-Years
Site improvements	25 - 30
Buildings and improvements	25 - 40
Technology and communications	3
Vehicles	10
Furniture and fixtures	10
Machinery and equipment	25
Appliances	10

One half-year's amortization is charged in the year of acquisition.

- ii) Contributions of Capital Assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt.

(b) Revenue recognition:

Rental revenue is recognized at the time the service is provided. Other revenues are recognized when the services are earned.

Government transfer payments are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

2. Significant accounting policies (continued):

(c) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying value of tangible capital assets and the valuation allowances for receivables. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(d) Budget data:

Budget Figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by PSAB, certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

(e) Pension contributions:

The Corporation has a pension agreement with the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer defined contribution benefit plan. The Corporation's costs are the contributions due to the plan in the period.

(f) Contaminated sites:

Under PS 3260, contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic or radioactive material or live organisms that exceeds the environmental standard. This standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination.

3. Accounts receivable:

Accounts receivable recorded on the statement of financial position are composed of the following:

	2020	2019
Rent	\$ 902,424	\$ 823,537
Allowance for doubtful accounts	(411,283)	(464,295)
Harmonized Sales Tax	429,554	566,076
Sundry	365,497	607,645
	<u>\$ 1,286,192</u>	<u>\$ 1,532,963</u>

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

4. Income Producing properties:

The income producing properties held by London & Middlesex Housing Authority and passed through to the Corporation were originally financed by the Province of Ontario through general obligation provincial debentures. At the time of the transfer of ownership the Province did not transfer the responsibility for repayment of these debentures. Accordingly, the value of the provincial debentures associated with them have not been recorded on the Corporation's financial statements.

5. Commitments:

(a) Debt service payment:

The Corporation is responsible for the debt service payments on one of its properties located on Bella Street in Strathroy, Ontario. These payments of both principal and interest are made directly to the mortgagee and are expensed when incurred. A total of \$35,907 was expensed and paid in 2020 (2019 - \$46,475). The Ontario government is considered to be the holder of this debt, thus no provision has been made in the Corporation's financial statements for the mortgage.

(b) Contractual Obligations:

The Corporation is committed to the following minimum annual operating lease payments for premises and equipment:

2021	\$	587,387
2022	\$	596,259
2023	\$	596,259
2024	\$	596,259
2025	\$	586,108

6. Pension Agreement:

The Corporation makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of its employees. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. In 2020 contribution rates are 9.0% for employee earnings below the year's maximum pensionable earnings and 14.6% thereafter. Employee contributions match these rates.

Contributions to OMERS by the Corporation are recognized as an expense in the period they are incurred. A total of \$385,370 was incurred as pension expense in 2020 (2019 - \$370,803).

The last available report for the OMERS plan was on December 31, 2020. At that time, the plan reported a \$3.2 billion actuarial deficit (2019 - \$3.4 billion), based on actuarial liabilities for \$113.1 billion (2019 - \$107.7 billion) and actuarial assets for \$109.8 billion (2019 - \$104.3 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

7. Tangible capital assets:

Cost	Balance at December 31, 2019	2020 Additions	2020 Disposals	Balance at December 31, 2020
Land	\$ 24,605,751	\$ -	\$ -	\$ 24,605,751
Site improvements	3,433,364	144,063	-	3,577,427
Buildings and improvements	93,962,582	4,541,386	10,987	98,492,981
Technology and communications	1,184,341	447,372	44,800	1,586,913
Vehicles	48,297	-	-	48,297
Furniture and fixtures	230,017	39,649	-	269,666
Machinery and equipment	3,506,546	15,849	-	3,522,396
Appliances	2,130,567	139,321	-	2,269,889
TOTAL	\$ 129,101,466	\$ 5,327,640	\$ 55,787	\$ 134,373,318

Accumulated Amortization	Balance at December 31, 2019	2020 Disposals	2020 Amortization	Balance at December 31, 2020
Land	\$ -	\$ -	\$ -	\$ -
Site improvements	1,821,479	-	78,021	1,899,500
Buildings and improvements	64,155,125	10,987	1,659,500	65,803,638
Technology and communications	728,665	44,800	291,208	975,073
Vehicles	36,223	-	4,830	41,053
Furniture and fixtures	121,514	-	24,620	146,134
Machinery and equipment	1,680,062	-	109,548	1,789,610
Appliances	1,679,759	-	75,767	1,755,526
TOTAL	\$ 70,222,827	\$ 55,787	\$ 2,243,494	\$ 72,410,534

	Net Book Value At December 31, 2019	Net Book Value At December 31, 2020
Land	\$ 24,605,751	\$ 24,605,751
Site improvements	1,611,884	1,677,926
Buildings and improvements	29,807,457	32,689,343
Technology and communications	455,676	611,840
Vehicles	12,074	7,244
Furniture and fixtures	108,503	123,531
Machinery and equipment	1,826,484	1,732,785
Appliances	450,809	514,363
TOTAL	\$ 58,878,638	\$ 61,962,783

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

8. Capital allotment:

An approved capital allotment is managed by the City of London to finance future capital expenditures. The allotment has not been recognized in the financial statements.

	2020	2019
Opening balance	\$ 2,110,656	\$ 2,979,582
Contributions during the year	8,919,500	2,708,000
Capital expenditures	(2,614,700)	(3,576,926)
	\$ 8,415,456	\$ 2,110,656

9. Accumulated Surplus:

Accumulated surplus consists of surplus funds as follows:

	2020	2019
Surplus:		
Invested in tangible capital assets	\$ 61,962,783	\$ 58,878,638

10. Impact of COVID-19 Pandemic:

During the year, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, the entity has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic.

- Administration building and community facilities remained closed from March 17, 2020 to the date of the auditors' report based on provincial public health recommendations
- On-site programs have been shut down
- Reduced rotational staff schedule put in place

Management has assessed the financial impacts and has concluded that no further adjustments to the consolidated financial statements are required as a result. The ultimate duration and magnitude of the COVID-19 pandemic's impact on the Entity's operations and financial position is not known at this time. Though management continues to make best efforts to forecast possible financial scenarios, an estimate of the financial effect of the pandemic on the Entity is not practicable at this time.

LONDON & MIDDLESEX COMMUNITY HOUSING INC.

Notes to the Financial Statements (continued)

Year ended December 31, 2020

11. Contingencies:

The Corporation is subject to certain actual and potential legal claims, which have arisen in the normal course of operations. It has been determined by management that the outcome of these claims could not be appraised at this point and as such no amount has been included in these financial statements.

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: **Gary Bezaire**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6K0C4**

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):

I have experience on the following boards: Director at Large - Dad Club London (2018-Present) Director at Large - London Police Association (2020 Present) Director at Large - London Black History Month Committee (2017) Director at Large - London Police Associate Legal Fund Committee (2010-2015);

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

I would like to contribute ideas and suggestions in a hope to continue to improve this service offered by the City. I look forward to being a part of such of a diverse group and believe I can work effectively to achieve success within the group. I have experience in attending many housing areas within London and am familiar with them. I have seen a vast amount of improvements and efficiency in how they are run on a day-to-day basis.

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

I will attend meetings, offer ideas and listen to suggestions brought forward. I think there are many people, including the residents, that can work together to continue to improve housing within London.

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

**-London Police Officer for 21 years. Many years as a Detective in Major Crime, currently a Supervisor on Patrol.
-Volunteer coaching with Rookie League/Joe League since 2001.
-Active in coaching within the City on various sports including baseball, football.
-Parent representative of West London Hawks.
-Many courses and training related to deescalation and problem solving techniques.**

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 had the unique opportunity of attending LMCH sites for both work as well as working with the families and children that enrol in the Rookie League and Joe League Programs. I am interested in being able to effectively assist, improve and be a part of the positive changes that occur within LMCH. I believe I can offer a viewpoint and effective suggestions based on my experiences.

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

St. Clar College - Police Foundations - Diploma Received University Of Windsor - Political Science - Left early due to employment opportunity

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

London Police Service - 2000-2021. I have spent my time with LPS as a patrol officer or a Detective within CID. I have worked hand in hand with many of the representatives from London Housing, as well as the site supervisors.

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 am presently on the London Police Association board as the Uniformed Director. I represent approximately 600 sworn members within the service. I am also a director on Dad Club London which a non-profit organization. The purpose of this organization is to make the community better for Dads and children. We work hand in hand with many other groups and I have no doubt that DCL could do some great work within London Housing.

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 a resident of London. ; I am at least 18 years old.; 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:

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:

Submitter E-mail:

Submitted on: **5/17/2021 7:30:40 PM**

Tammy Brooks

London ON

Human Resources
London & Middlesex Community Housing
1299 Oxford St. East, Unit 5C5
London, ON N5Y 4W5

June 1, 2021

Dear Human Resources,

The Tenant position on the Board of Directors for London Middlesex Housing Corporation spoke to my experience, skills, and capabilities as a Registered Social Services Worker and as a person with a physical/mobility disability residing in Rent Geared to Income Housing. My passion to deliver programs and services that support, motivate, and meet the diverse needs of individuals and families aligns nicely with this opportunity.

As a regulated professional with diverse needs and experiences, I have gained the skills, knowledge and competencies needed to facilitate inclusive and dignified supports and services that meet the needs, plans, and goals of individuals and families. My personal and professional proficiencies, education, and training have prepared me for a rewarding career in Social Services.

Some of the most rewarding experiences of my career, so far, have been in roles such as Peer Support Mentor, Program Ambassador, Health Outreach Worker, and Advocate. These roles have enhanced my professional growth and development together with building a foundation that correlates with my personal and professional philosophies with the understanding and belief in the importance of building relationships with individuals, families, and communities to support strength-based capacity building along with empowering and promoting wellbeing at various stages of life. These roles have enhanced my skills to meet the qualifications you are looking for, such as:

- I have further developed my crisis intervention skills by providing assessments and brief supportive counselling including the preparation and delivery of crisis and mental health awareness and intervention information.
- I have successfully supported and assisted clients to meet their immediate needs related to: housing applications, utility and rent assistance, social assistance navigation and application assistance including ODSP, OW, CPPD and other supports as eligible including but not limited to; other programs, resources and supports such as education, skill development, employment, mental and physical health, Covid-19 relief.
- I have engaged as a community advocate working in collaboration with clients, multi-disciplinary teams and community partners to bring awareness of the needs and support required to empower people with diverse needs to meet their needs and goals.

I trust that after reading my resume you will find my level of experience, skills and education to be in line with London Middlesex Housing Corporation's objectives. I would enjoy meeting with you to learn more about the Tenant role of the Board of Director's and how I can best contribute to the leadership team. Thank you for your time and consideration.

Sincerely,

Tammy Brooks, RSSW

Tammy Brooks

London ON

Career Objective

To utilize my education, skills, training and experiences to support individuals, families, and the community with an ecological, strength-based and capacity building approach while advocating for and making a difference in the lives of those impacted by poverty, homelessness, mental health, substance use, complex and chronic health conditions, and disability.

Summary of Qualifications

Program Development and Delivery:

- Established and developed a peer led support and community navigation program using seed grant funding that offered one-to-one and group support, wrap around supports, access to employment and advocacy services, and assistance to navigate and apply for social benefits and other programs and services available to people with disabilities.
- Built the foundation of the program in six months' time, engaging in community outreach with over 200 individuals, groups, and community agencies, securing interest and participation in the program and agency services.
- Created and implemented an internal referral form for agency referral into the program with a focus of first assisting individuals to meet their basic needs by securing/accessing housing, income, medical, education, and employment services.

Leadership and Advocacy:

- Facilitated three discussion groups at the UWO consisting of over 30 participants to bring attention to and awareness about the need for equitable and accommodated campus services with the promotion of students' rights to accessible education for people with disabilities.
- Managed and directed the dietary services department of a long-term care facility; responsible for overseeing the day-to-day operations and nutritional care of 200+ residents while leading teams varying in size from 13 to 35 unionized employees and liaising with multi-disciplinary teams to support the needs of residents and their families, ensuring Ministry compliance.
- Brainstormed, organized, and created marketing, educational, and discussion material on a variety of topics in both written and oral formats; presented to diverse audiences publicly and individually which resulted in making connections and securing invitations to share knowledge and experiences with, including; University of Western Ontario (disability related topics including accessible education and employment), Fanshawe College (Peer Support Mentor Program Ambassador, Stepping In To Fanshawe), Canadian National Institute for the Blind (fundraising and guest speaker addressing vision loss), London Health Sciences Centre (Violence Against Women-OBGYN professionals), City of London (accessible transportation), and ODSP/OW (presentation detailing programs and services to caseworkers).

Customer Service and Communication:

- Handled sensitive and confidential information such as client files, referrals, emails, and other information including ensuring confidential and secure storage at all times.
- Provided welcoming, accessible, and inclusive service when greeting and engaging clients, families, and community partners. This includes ensuring all clients are directed to the appropriate service and/or provider when necessary.
- Tactfully addressed issues of complaints with demanding or upset persons, demonstrating a level of understanding of their diverse needs.

Experience

Advocacy Community Coordinator , <i>London Employment Help Centre</i>	2019-2020
Student Social Service Worker , <i>London InterCommunity Health Centre</i>	2018-2019
Director of Dietary Services , <i>Kensington Village</i>	2010-2013
Food and Nutrition Manager , <i>Cama Woodlands</i> , Burlington ON	2008-2010
Dietary Manager , <i>Brantwood Lifecare Center</i>	2007-2008
Dietary Manager , <i>Versa Care</i> , Hamilton ON	2006-2007
Support Services Manager , <i>St. Olga's Lifecare Center</i>	2002-2006
Dietary Manager/Cook , <i>Hillside Manor</i> , Stratford ON	2001-2002

Tammy Brooks

London ON

Education

Social Service Worker Diploma , <i>Fanshawe College</i> , London ON	2019
Administrator Certificate , <i>Ontario Association of Non-Profit Homes and Services for Seniors</i> , (OANHSS), Toronto ON	2010
Food and Nutrition Management Diploma , <i>Canadore College</i> , North Bay ON	2000

Professional Memberships, Qualifications, Certifications

Registered Member , <i>Ontario College of Social Workers and Social Service Workers</i>	Current
Mental Health First Aid	August 2018
First Aid and CPR	July 2018
Applied Suicide Intervention Skills Training (ASIST)	February 2018

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: **Christopher J. Burton**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6P0B7**

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):

Current board member of Dad Club London. Former Board member for Credit Counselling in Windsor. Father of 7 children in a blended marriage with 3 Grandchildren. Certified soccer coach coaching from age 3-adult. Small business owner of a full service financial services office offering life, home, auto insurance, investments and mortgage services. Retired 2nd lieutenant with the Canadian military.

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

To help make a difference in the community in a positive manner. Contributing input using my knowledge of over 30 years of management experience.

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

Again using my knowledge of working in the public and management field for over 30 years. As well be supportive and a sounding board of constructive ideas to keep moving our great city forward.

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

As stated above over 30 years management experience, small business owner and a Cubans former board member.

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):

Just that, I hope to assist and support our community. As a humble servant to the community and people I want to see our city be an example to other communities as a leader in community support.

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

School of hard knocks, working my way up the ladder and absorbing knowledge along the way. Licensed life insurance and investment advisor. Licensed general insurance agent. Licensed mortgage agent.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **All as mention above.**

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): **Described above**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Thank you for the opportunity and best of luck I. The search process!**

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:

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/29/2021 10:42:47 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: **Shellie Anne Chowns**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6H 2L1**

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):

Hello, my involvement with following committees coincided with my term as the President of the London Home Builders Association, 2011-2012. City of London land development liaison committee member. City of London housing advisory committee member London green development strategy committee.

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

I expect to continue learning about emerging social and economic issues related to public housing, and working together with the Board and Leadership to develop and apply strategies that will advance the objectives of the organization.

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

As a Board Member, I will lead by personal example. I will engage in thoughtful, respectful discussions. I will bring experience and industry knowledge to those discussions, and I will make decisions in the best interest of the clients served by LMCH. I will respect my role as a member of a Governance Board, and respect the roles of the organizations Leadership team. I am prepared to invest my personal time and efforts in developing strategic plans, fulfilling leadership roles and promoting a healthy work environment for all LMCH employees and clients. I am also interested in chairing a subcommittee, concil, or special iniative.

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

Having been employed in leadeship positions for many years, I fully appreciate the need for strategic direction and prudent decision making at the leadership level. I am very familiar with the Board-Management relationship and I have held several leaderhsip positions that reported to a Board. I also have a extensive volunteer experience as a Board Member. In additon to leadership, governance, and legal requirements, I have also recieved formal media training, am an experienced public speaker, and a former guest contributor to the London Free Press. I have invested my career in housing development and construction so I understand the importance of housing as the foundation for social and economic health in any community. I am also the former Director of Assets at London Middlesex Community Housing, so I know how profound the housing need is in our community and within our most vulnerable sectors. Although I made the decision to leave the organization for personal reasons, my decision did not diminish my passion for the work, the people and the social investment. Perhaps moreso than others, I fully understand the work of this Board, the workings of the business, and the need for strong and dedicated leaders at the Board level.

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):

As previously mentioned, I am a former senior leader from the organization. I am passionate about the people and the work. The opportunity to participate as a Board Member would allow me to continue contributing in a way that best fits my lifestyle.

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

Western University, Certificate in Professional Leadership. Western University, Certificate in Project Management. St. Clair College, Advanced Diploma in Architectural Technology Certified PMP, certification number 1987539

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

See aforementioned comments regarding work and volunteer 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):

Fanshawe College foundation cabinet minister. Fanshawe College technology curriculum review panel. Fanshawe College School of Business curriculum review panel. Family Services Thames Valley director and executive. City of London land development liaison committee member. City of London housing advisory committee member. National Resources Canada local energy efficiency partnership. National Resources Canada technology adoption program. London green development strategy committee. Canadian Cancer Society volunteer. London Food Bank fundraising captain. Reforest London volunteer. Ronald McDonald House volunteer. Helping Hands in Action project leader. London Home Builders Association (LHBA) President. LHBA strategic priority planning committee chair. LHBA nomination & succession planning committee chair. LHBA builders council and careers committee chair. Ontario Home Builders Association director. Canadian Home Builders Association director. Canadian Urban Council member. Bluewater Builders Association charter member

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 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:

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/27/2021 1:08:53 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: **Ali Coyle**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G2V3**

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):

I was an active member of an advisory panel on joint research conducted by the University of Ottawa and Canadian Blood Services for the year 2018. The researchers were interested in promoting blood donation amongst LGBTQIA+ individuals, knowing that there is a blood ban and a gap in communication between CBS and the aforementioned community. My role was to ensure that the researchers' language in their surveys and interviews was inclusive, positive, and in accordance with the sensitivities of the LGBTQIA+ community.

I have not been an active member of a board, but I am very enthusiastic to experience it at LMHC.

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

-What I contribute:

1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.

2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.

-What I hope to learn:

1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.

2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.

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

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**
- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.**
- 5) representing and speaking on behalf of the board if needed**
- 6) managing and expanding relationships with third parties if needed**

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

As indicated in my resume, I have a long history of working with various communities such as:

- 1) children and people with disabilities at YMCA. I have conducted many swimming lessons and have been recognized as the best employee of the session (12 weeks) twice. In that job, I greatly and clearly communicated with the parents of children and offered excellent customer service in the case of disputes, while following the guidelines and policies of the pool and the public health.**
- 2) children with autism at Autism Ontario. My involvement in Autism Ontario bloomed from being a normal volunteer who would spend time and socialize with children with autism to being the volunteer coordinator and event coordinator. Although due to the pandemic I could not continue my work with AO, I am always dedicated to volunteer with them after the pandemic.**

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):

The answer to this section is copied from the earlier section of this form.

-What I contribute:

- 1) I have maintained a great and professional relationship with my neighbors at 349 and 345 Wharncliffe road north over the past 3 years. I positively contributed to the buildings by reporting emergency and maintenance issues, even sometimes cleaning the hallways out of the debris. By showing my passion to help the community that I live with, I was selected as the resident contact of the buildings in December 2020. Being on the board will allow me to share my proactive perspectives of living and working in the buildings with other members. My unique, professional, and realistic point of view of everyday incidents of the neighborhood will better recruit the members with day-to-day details on decision-making and budget-expending.**
- 2) I just finished my honor degree in genetics at Western University this year. My thesis was about SARS-CoV-2 and COVID-19. I know many residents feel left out and isolated during the pandemic, with many having limited access to COVID-related information. With the pandemic coming to an end, I can be actively helping the board by providing scientific materials on COVID and post-COVID to enhance the quality of the residents' lives. As you may know, during the pandemic, many individuals have been experiencing mental health issues and may have turned to drugs and alcohol. I live on a floor with some very young residents experiencing addiction and domestic violence. These residents should have access to resources that can help them whenever they feel they need help. With my educational background, I can help the board in their decisions on the pandemic and post-pandemic policies.**

-What I hope to learn:

- 1) I hope to learn how to be a professional member of a board of directors in North America. I am young and still a long way in front of me to become an expert. I would like to learn the work etiquettes and apply them in other jobs I may have in the future.**
- 2) I hope to further develop my skills in strategic planning, fundraising, and event management. Organizational leadership is a quality I am seeking to enhance by working with you.**

I will support the work of the board by:

- 1) participating in regular meetings, evaluating the topics of discussion, and actively expressing my opinion**
- 2) working in tandem with members and managers to implement big-picture projects**
- 3) contributing and executing strategic plans if needed.**

- 4) organizing and implementing annual/ monthly conferences to update the board on the current issues of the community.
- 5) representing and speaking on behalf of the board if needed
- 6) managing and expanding relationships with third parties if needed

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

For details on the educational background please review the resume attached to this application.

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

I have worked and lived in Turkey from 2013 to 2015. During my stay in Turkey, I was selected as the superintendent of the building of my residence for 1) the trust that the landlord and the residents developed in me. 2) my great practical and hands-on skills in fixing regular issues such as plumbing, electricity, laundry, and scheduling for cleaning. Other relevant experiences such as being the resident contact of LMHC buildings are mentioned above.

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):

For details of my community involvement please refer to my resume.

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

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

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application 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 LMHC**

Submitter E-mail:

Submitted on: **6/4/2021 4:03:07 PM**

Ali Coyle

London, Ontario N6G2V3

SUMMARY OF QUALIFICATIONS

- Dedicated Resident Contact at LMHC
- Enthusiastic graduate student in Biomedical Engineering at the University of Western Ontario
- Collaborated with diverse groups of individuals at work and school
- Very productive and focused student with a strong passion for community works
- Highly organized analytical person able to take the initiative in planning and implementing tasks
- Fast learner with a strong background in emergency management
- Friendly, resilient, energetic, and fun

EDUCATION

Master of Engineering Science in Biomedical Engineering

University of Western Ontario

London, ON 2021 - Present

Honours Specialization in Integrated Science with Genetics

University of Western Ontario

London, ON 2017 – 2021

PROFESSIONAL EXPERIENCE

Resident Contact

London and Middlesex Community Housing

London, ON 2020 - Present

- Report to and communicate with a variety of partners for maintenance and hazardous conditions
- Work closely with the fire department and the police in London in emergency situations
- Investigate tenant complaints and maintain general security

Team Lead, Lifeguard, and Swim Instructor

YMCA of Western Ontario, Central Branch

London, ON 2017 – 2020

- Led teams of lifeguards and swim instructor to run the lessons smoothly
- Enforced members' adherence to pool guidelines and rules in a professional manner
- Performed rescues in the event of drowning or swimming accidents

Autism Therapy Assistant

Intensive Multi-Treatment Intervention (IMTI) Program

London, ON 2016 – 2017

- Worked with and trained under the supervision of a prominent autism therapist and the developer of the IMTI program
- Applied behavioral therapeutic techniques to enhance the life skills of a child with autism
- Customized piano and guitar lessons to assist and enhance the learning process

VOLUNTEER EXPERIENCE

Canadian Blood Services (In-clinic Volunteer)

London, ON 2016 – 2021

- Joined a research team from Ottawa University as an advisor to conduct surveys on MSM deferral policy
- Welcomed donors to the hospitality area and ensured they were offered refreshment items, and responded to questions or concerns
- Observed donors and immediately alerted clinic staff of adverse reactions

Ali Coyle

London, Ontario N6G2V3

Lesbians and Gay Support Refugee

London, ON 2016 – present

- Communicated with a group of 5 university professors and professionals to sponsor a gay refugee in Turkey
- Fundraised by community outreach \$11,000 for the first-year living expenses of the refugee

Autism Ontario (Volunteer Coordinator)

London, ON 2016 – 2020

- Updated the database of volunteers and events, welcomed and guided the volunteers to join London Chapter
- Participated in fundraising events throughout the year to run a variety of workshops for children with Autism
- Supported facilitator and interacted with participants with autism
- Helped with setup and cleanup of activities, and modeled appropriate behaviour

Food Support Services

London, ON 2018

YMCA (Swim lessons Assistant)

London, ON 2018 – 2019

Other Interests

- Playing and learning a variety of musical instruments (guitar and flute, ...)
- Swimming, working out and dancing daily
- Motivating and inspiring others to adopt healthy diets and quit alcohol and drugs
- Paddled with Dragon Boat Club during the school year of 2019 and lifeguarding on a boat in a lake during the COVID-19 pandemic
- Growing more than 50 different house plants and enjoying time with three very needy cats

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: **Sylvia Exley**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6A 1M2**

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 experience

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

I hope to be a voice for low income tenants in LMCH rental properties and to address and remedy concerns about safety, maintenance, comfort, and social service supports. I can bring 17 years of lived experience to meetings about such issues.

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

I can speak up at meetings about issues to do with LMCH and can write up follow up reports and/or take minutes.

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

I have volunteered raising awareness of and funds for My Sister's Place homeless shelter and have served as part of a planning committee for a conference on homelessness. At my building I was a member of our previous tenant association and I also hosted craft nights and social events at my building, providing outreach to elderly and socially isolated tenants. I have workplace experience in customer service and tourism interacting with members of diverse populations and income levels and political standpoints.

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 bring attention to issues affecting tenants of LMCH properties. Increasingly, there are issues with poor building maintenance and security, the faulty screening process for new tenants, the comfort and safety of tenants, and a lack of recreation options and accessible services for marginalized and socially isolated tenants. My building used to be better but tenant discontent is growing, and my discussions with people I know at other properties suggest that they are experiencing the same troubles. At my building lately there have been constant break ins and trespassing, with these intruders sometimes threatening tenants and leaving messes in common areas. The building has endured fires and fire alarms and noise pollution. Pest control is ongoing but has not stopped two years of constant issues with cockroach and bedbug infestation. When new tenants move in to abandoned units, many do not know how to live safely and respectfully in shared community environment, posing health and safety

risks to their neighbours. Regarding maintenance, many long term tenants are living in units in need of repairs to floors and appliances, or that have faulty plumbing and mould in the bathroom and kitchen. Other people are waiting to have their units painted and cabinets replaced. The building is also not comfortable due to the closure of our lounge which has even remained closed during heat emergencies, cutting off an essential cooling space for tenants without air conditioning. It is wrong to assume low income tenants have these luxuries. Also, many tenants enjoyed the lounge as a place for social interaction and to watch T.V., but since those days Covid 19 as well as the theft of several of our televisions have destroyed these options. I hope to raise these concerns and others as a member of the 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 a university degree in English and French and customer service experience in tourism, marketing, and client care.

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

I have been a tenant in an LMCH building for over 17 years, giving me lived experience of issues affecting social housing tenants. During those years I have spent many hours in conversation with fellow tenants and been a member of our Tenant Association.

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):

Please see above paragraphs

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

In gaining understanding of poverty issues I have volunteered with the London Coffee House, The Salvation Army, and Metropolitan United Church Hunger relief program and social coffee hours.

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):

If you selected 'Other', please specify: **I was sent an e-mail by LMCH**

Submitter E-mail:

Submitted on: **6/3/2021 7:44:50 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: **Angela Glasser**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6C 4W1**

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):

I had served as a Director within the London Small Business Centre Board for 3+ years (2017-2020)

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

I hope to contribute to the thought leadership of the Board and serve as an influence within our community. I'm interested in learning the objectives and strategy, as it relates to LMCH. Ideally, I'd like to be associated with actions which contribute to positive change to those within our community.

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

Depending upon the structure of the Board, I will look to add my skillset as a compliment to the Board's strengths. In order to best describe how I will support the Board, I'd like to understand the vision and structure (is it an advisory or operational BOD).

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

As a Human Resources professional, my experience & training revolves around people leadership. I'm experienced in planning, change management, communications, relationship management. I'm a certified Life & Executive coach, which I find most useful in complex situations with varying opinions. My work within the community has been primarily through my current organization. I've created an HR structure which, in part, defines our corporate responsibility to the community. This structure has resulted in monetary donations to a variety of local causes, as well as paid volunteer time so employees can support causes most meaningful to them. In my personal time, I had participated in the community by 1) serving on a prior not for profit BOD (Small Business Centre), 2) volunteering time at food banks, soup kitchens, 3) mentoring youth in effort to build confidence in their abilities to transition into the workforce, 4) financial coach for victims associated with Project Recover.

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'd like to learn more about the opportunity to best answer this question. I hope to serve on the Board & contribute based upon my people leadership competencies.

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

Advanced HR diploma - Queens University. Senior Human Resource Professional (SHRM-SCP) Certified Coach Professional (CCP)

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

I've had the lived experience of being challenged with minimal finances and finding suitable housing. I have compassion for those within this situation as it is a very stressful & difficult situation. My personal life goal is to support the communities in which I had lived, in effort to help other people transition to a better quality of living.

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):

See above re: SBC

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 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:

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/18/2021 4:53:42 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: **Diane Haggerty**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5Z2P5**

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): **n/a**

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

I hope that I will be able to provide valuable input.

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

I will review all relevant material and attend every meeting.

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

I have two college diplomas: Architectural Technology and Law Clerk. I have experience as an employee, and a volunteer, with not-for-profit organizations. I am a former business owner and employer.

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 believe that homelessness is far more costly to our society than most people realize - both in dollars and in lost opportunity. And community housing should be about more about lives saved, than dollars spent short-term.

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

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

Homeowner in the city of London since 1984. Employer, employee, 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):

New member of ACCAC. I was a key member of the Ealing Home and School, Brownie Leader, volunteer at the Palace theatre.

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 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:

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/30/2021 12:36:51 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: **Virginia Harrie**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6J 1V3**

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):

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 have been an LMCH tenant for 5 years and this has given me an insight into how the board governs the community it serves. I hope to learn firsthand how the needs of the tenants, community, board and city are met and implemented.

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

As an LMCH tenant and board member I will offer my voice and experience to making timely and co-operative decisions regarding my community and its needs in the short and long term. I will ensure the needs of the board are met within my ability to do so.

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

Currently I am one of three senior tenants at 30 Base Line Rd. W who have organised an in-house food bank for the residents in our seniors only building called The Caring Cupboard. We have successfully worked with the Community Development Team at LMCH in this time. We provide donated food items to one in four residents who may be suffering hunger due to various circumstances. We have successfully operated out of our common room for over two years. My strengths are organising, inventory, communication, marketing, and training volunteers. I am committed to the health and well-being of my fellow senior tenants.

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):

At present there is no tenant voice available to LMCH Board of Directors. I would like to be that voice. My passion and concern for the well being of our community is the background I bring to the board. I am able to work within LMCH boundaries and still be a help to the tenants.

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 high school graduate and have completed some college courses. In 2017 I completed a Liberal Arts course at King's College at UWO. I was the successful owner of

a Bridal Accessories business for two years doing Trade shows. I was also the owner/designer of a custom designed bridal accessories online business. I work well with other business owners as well as clients and the public.

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

I am equally at home running my own business in person and online, assisting at a tenant-run weekly bingo night, or organising our in-house food bank. I am driven and passionate in the all the aspects of what I am involved in. I will bring concern for my community and a desire to help my fellow tenants to the board at 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):

My most relevant experience is with our in-house food bank. I am a founding member who along with two other senior ladies saw a pressing need to feed the seniors in our building who were going without food for various reasons. We have been successful for over two years now. Our first food bank fed 17 people and we now feed over 60 each month. My roles are inventory, training volunteers, communications, marketing, and orchestrating the smooth running of our food bank store every month. This has been the most rewarding work I have ever been involved with. I have worked hard in conjunction with the LMCH Community Development Team to ensure we operate within the guidelines set out for us. Covid 19 protocols have been diligently followed as well to ensure the safety of all tenants and housing staff.

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

I am learning Spanish to help serve our Spanish speaking tenants.

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: **This information was provided in an email sent to LMCH tenants.**

Submitter E-mail:

Submitted on: **6/1/2021 11:51:14 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: **Kim Kaufman**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6H 4P3**

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):

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 contribute or learn? oh man - so much...
more coming**

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

**I intend to join in on meetings, committees, online sessions contributing constructive positive experience and ideas always being respectful and non-judgemental.....
more to come**

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

**Experience? training, or community involvement? oh boy....
at least 3000 characters coming....**

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 will give my all to this position i would be so proud, but humbled as well, to accept membership....
much more to come**

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

**Honours Five Year Science, Technology and Trades high school diploma
..... a ton more to come**

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

**Another OH BOY!! haha actually, quick explanation, I only now have 20 minutes left to submit this application, so next field, sorry....
more coming**

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): **A Community Habitat build**

...

again so much more

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

Please contact, for references, :

Nici Hamilton,

more coming

and thanks again to Cathy and Heather in the Clerk's. I will likely send by email the much missing info for this submission (man, watching the clock, sheesh, 3:47pm...) and/or try resubmitting this againweekend... sorry about my tardiness, i have legitimate reasons, but now no time, I will follow up,

Thanks for your patience and I do understand that legally and in fairness to others, that i may have blown it deadline wise, maybe still as an alernate? but i DO know i would be PERFECT! for this position, humbly speakin', haha, thanks, later, Kim 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:

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

If you selected 'Other', please specify:

London Middlesex Community Housing E-mail

Submitter E-mail:

Submitted on: **6/10/2021 3:55:37 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: **Sorin Lemac**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6A 1G4**

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):

Elected member of Board of Education for French High Schools in SW Ontario (2015-2019) representative for better French education, responsible for modernization's, long and short term investments, planning, financing, and human resources developments, Elected member of Owner Representative at Libro Credit Union, (2021-present) representing the people that own the credit union by investing their resources, approving developments, investments, general budget, resources management.

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

As a tenant of London Housing, I understand very well that the problems living here, dealing with everyday problems, or update and modernization, improving living conditions, also representing tenants' needs to the Municipality and Provincial government. Being part of the Board and also with my experience as a member of different boards I will do the best to represent and support the people's needs.

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

By actively participating in the meetings of the Board, coming with positive solutions for improving the living condition of the tenants, representing their needs and necessities, and follow up to see that all the Board decisions and intentions are fully achieved.

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

Master's degree from the University of Western Ontario in the area of Applied Mathematics, Social Modeling, and Development. Member of Akron Housing dealing with improving the living condition of tenants in SW Ontario and especially London.

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):

Based on my life and work experiences and also as a tenant, I am confident that I can make a real contribution to the London Middlesex Housing Board by representing tenants to the organization.

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

Master's degree from the University of Western Ontario in the area of Applied Mathematics, Social Modelling, and Development.
PhD degree in the area of Engineering, and Modelling.
Military degree from German Military Academy in the area of UN Peace Keeping Operations.

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

Militant for Human Rights for political prisoners in different countries in Latin America.

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):

Owner Representative at Libro Credit Union starting from 2021 representing interests of the owners and shareowners to the Board of Directors, dealing with the planning, investments, policies, and services.

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

Based on my previous work experiences and education I am sure that I will do my best to represent tenants and their interests to the Board of Directors, dealing with their complex problems.

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: **London Housing email**

Submitter E-mail:

Submitted on: **6/2/2021 7:40:09 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: **Peter Mac Donald**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5V1A5**

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):

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 am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box. Which allows me to help others in a different way.**

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

I would be able to offer the views of a tenant with disability

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

I am a volunteer with OBIA and George Bray Sports *. I have work in retail 17 years. Also have been in housing along time my disability allows me to think outside the box.**

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 enjoyed fixing things in my own unit. I have done many things growing up. I know renovations yard care and just enjoy working with people.

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

I have not completed grade 12 at all. When comes to computers I am pretty good. As a member of Dale Brain Injury I use to fix up computers for members who could not afford one and give them away. I would also repair the..

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

Started do reno at ten with my dad. I spent two years work in on boilers. Then two years heating n cooling doing sheet metal work and help with instalation.

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 am a peer mentor with Obia

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

Just because we live in housing or have a disability does not make us any less of a person. All people should be treated with respect and that their lives matter.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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

If you selected 'Other', please specify: **London housing email**

Submitter E-mail:

Submitted on: **6/2/2021 6:40:33 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: **Maria Manno**

Phone Number:

Address: City: **London** 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):

Not applicable.

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

I like working as a team as ideas can be bounced back and forth. I want to contribute to the board and provide diversity. It's about inclusion, making people being part of everything. There seems to be so much negativity in this world. I like to look at people and talk about what can we do. Make it better for the sake of people of LMCH. That is what I enjoy, I am a people person. I shine through that. I cannot work alone through a computer. I like to be part of a team. I gain such energy from that.

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

My involvement is to always make myself available. No sense in being part of a board if you are not available. You need to be interested and be part of the team. You need to be present, eager and you have to show an interest.

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

I have been a Resident Contact with LMCH. I have retired since then. I loved the work. I have people that can attest to that. I worked as a resident contact and maintained the building. We have such a diverse population that resides at LMCH which I love. You do not have to leave the building to speak to people of different cultures. Lots of tenants I shared conversations with, even with language barriers, that never swayed me being involved with them, conversing with them and not isolate them. I made a point to greet the newcomers. I wanted to be available to them. I enjoyed being with tenants and conversing with them face to face. There is a large diverse population with LMCH. I love being around the diverse population. I have heard many horror stories from them about their past but my work is to make tenants feel safe and inclusive. I would step in to make sure no one was berated. It bothers me and affects me to see this happen. I want to make a difference. People forget what you say but they never forget the feeling that you left them with. I ask myself how did I make them feel? I wanted to make a positive change.

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):

When I heard about the position I was excited. I have worked great with the tenants. I want to join and contribute to the board. I want to be a part of something bigger than

myself. What can we do as a team? What can we do to make it better? I want to hear what others say and what they think. I am not a person that is self-isolated. I am person that would like to be part of something that is bigger, to make it a better place. I listen to other people's ideas. A board means people, not an individual. Not just me. It's other people. It is a think tank. The group of people is more than one person. Not just one person doing the talking. It's a group allowing people to talk. It's important for people to talk and not to take over. Don't intimidate people. Need to give everyone a chance to speak

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

I was Resident Contact with LMCH that provided taking care of a building, writing reports, dealing with tenants, dealing with EMS, Fire, Police or families of people that passed away. I Retired last July. When I saw people who were at no fixed address, lost, I would always approach them and talk to them and give them a blanket or something warm to drink. I tried to help them as much as I can. Make them feel human. I was a McDonalds manager in Toronto. I enjoyed doing that and being part of a team. I went to McDonalds management schooling with training team members. I learned how to deal with customers. I was a Personal assistant with a family where I worked with the family. I would take care of the house hold and they had 3 children that I would home school. I felt I became part of that family while I worked with them. I was hired with this family even though we had different backgrounds. They thought I would be a good fit and when I met the kids they were very enthusiastic. I also worked in different day cares within the City of London. I love children and being part of a classroom. I have had a police background check. I was also Assistant store manager in Toronto. Other previous work was at Dollarama and Tim Hortons. I like to be around people. I also volunteered at Chelsea Park and Victoria Hospital.

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

Lived experience is what you take away from a job or meeting people, its taking who I am as a person the impact. It about the character that I am. It is about putting people at ease. Never be intrusive. You need these qualities and knowing how to be around people. I have never been fired from a job. My lived experience is how I put people at ease, how I conduct myself. When I sense someone in peril or pain, I put them at ease. I like to help people that look like they need to have a helping hand. I listen to strangers stories and I am happy to just sit and listen to their stories. You need to be caring and be there for people. It's the way you take care of people. You need to know how to care about a person. It's more about so many people having no body, don't have a sense of belonging. Have to make sure they matter.

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 volunteered in hospitals. Eagerness of wanting to do what is right, make a difference, make the board proud. I want them to say they are so glad to have this woman. They won't regret it. I will make a difference and be me. I am confident in who I am. I can do the best that I can.

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

I have tenacity, eagerness and wanting to do this. Everything I have done in the building, 12 floors by myself taking care of the building. 212 tenants. I love the building and the tenants. I liked to make sure everyone is good and happy. Need a positive energy. I helped out the people that wandered into the building and tried to help them and direct them to somewhere other than back to the street. I am someone who cares and can make a difference. I ask questions. I like to learn from the answers that they provide. I am always interested in people. I don't always like to talk about myself as I am interested in other person.

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): **Word of mouth**

If you selected 'Other', please specify: **I found out by accident and was so excited that I couldn't sleep until I could apply**

Submitter E-mail:

Submitted on: **6/2/2021 3:29:59 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: **LMCH**

Contact Information

Name: **Daniela Mircea**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6E 1B3**

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):

I currently reside at one of your facilities and looking around I am really saddened that's tenants don't appreciate what they have. I will focus on the hygiene and sanitation of this place allowing the appearance. Garbage belongs in the bin and everyone should believe held responsible for the back and front yards. I work in commercial cleaning and believe that every place should look tidy. Graduated High school in Romania but took extra courses in Canada. I've been in this Country since 1997 and loved it. Lives in this complex for a number of years and I love it. Firm believer that everyone should pitch in and take care of it. Show respect to thy neighbours and keep it Clean and Safely for the children. Thank you for if your time. Even if I am denied , wouldn't continue to do my part and help in anyway I can. God Bless! Daniela

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

I think I respond to that in the previous part.

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

Never been a part of a board, but I am convinced I I will learn fast and agree with the majority.

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

I work in commercial and residential cleaning. Also when I can't i clean around then complex. I helps at the Chaplaincy Ontario several ocasions.

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 know that there will been changes in the complex and would like to believe that everyone if pushed a little cancel become a better tenant.

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

High school diploma, Simply accounting in Canada. Aside from my current position asking owner/operator of my business. Hard working, excellent customer skills and appreciation of having this amazing place I can call Home

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

I was responsible for a restaurant complex in Romania also in charge with keeping the apartment building where I lived. Now I like to think, I make my customers happy by keeping their office clean and sanitized.

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):

Can only be honest and say that I did volunteer work at the Church in our community also the Chaplaincy

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

Pretty much summarized what I had.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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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**

Submitter E-mail:

Submitted on: **6/1/2021 9:51:12 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: **LMCH**

Contact Information

Name: **Rob Ng**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6A1C9**

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):

I have not served 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 be able to apply my experience in accounting and finance to the board. I enjoy working as team and learning from others, as much as I enjoy sharing my skills.

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

I will provide my financial background, and current knowledge from working with London & Middlesex Community Housing to help the board identify opportunities and understand financial impacts on current and future projects.

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

I operate a specialized accounting practice in London, Ontario and work with organizations and small businesses. Through this work I have made many contacts and been able to be a part of many businesses/organizations which gives me a broad level of knowledge which could help the board when making decisions. I have also had the opportunity to work in another part of Canada while articling for my Chartered Accounting designation and I have worked overseas for several years which gives me a unique and global perspective.

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):

In an external contractor role, I have been fortunate to assist Diana Taplashvily and Andrea Mackenzie with the financial reporting of LMCH during the transition of the finance manager role. I have been able to gain a solid understanding of the organization from a financial perspective. I think being part of the board would allow me to continue to be of service to the organization in a different capacity.

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

Please see my resume for details. In summary, I am a qualified Chartered Professional Accountant with a specialist in taxation having completed the three year In Depth taxation course with CPA Canada. I am also an active member of the Institute of

Chartered Accountants Australia & New Zealand and completed several taxation courses in Australia related to international taxation. I obtained an honors in Business Administration from Wilfrid Laurier University in 2006.

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

I currently work with several other not for profit organizations as part of my practice. I also have public accounting experience from my work as an auditor at BDO in Vancouver. I audited several large municipalities and was involved in the audits of not for profit professional bodies. In Australia, I worked as a finance manager overseeing accounting staff for the division of a publicly listed company, RPS. I was also responsible for the financial reporting and group taxation compliance of the Australia-Asia Pacific operations, reporting to the CFO. Currently, I am the principal of NG Chartered Professional Accountants Professional Corporation, a specialist firm that employs 2 other full time staff and a part time student.

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 previously served as Treasurer on the Board of Directors of a co-op condominium corporation in Vancouver. I was responsible for the finances of the co-op, budget preparation, dealing with auditors, and presenting at the Annual General Meeting.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Please see my attached resume for further details.**

Attach resume or other document here, if needed: **Robert_Ng CPA,CA.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application 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:

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/27/2021 5:58:45 PM**



Robert Ng, CPA, CA, CA [ANZ], BBA

Services

- Private Company Tax
- Corporate Accounting and Advisory

Experience

January 2019 – current

Principal • NG Chartered Professional Accountants Professional Corporation

May 2017 – January 2019

Tax Specialist • KPMG LLP

December 2010 – July 2016

Finance Manager • RPS – Australia Asia-Pacific

September 2006 – November 2010

Senior Accountant • BDO

I have a blend of industry & public accounting experience which provides a deep understanding of client facing issues and the ability to provide astute technical advice.

Education

CPA Canada, Ontario, Canada

- In Depth Tax Specialist Course 2020

Tax Institute, Perth Australia

- Chartered Tax Advisor [CTA 2 Advanced] 2013

Chartered Professional Accountants of Ontario, Canada

- Chartered Professional Accountant designation 2009

Wilfrid Laurier University, Ontario, Canada

- Honours Bachelor of Business Administration Program 2006

Reference

James Cassidy, Office Managing Partner • KPMG [+1 519 672-4880]



London,
Ontario, N6A
1C9



<https://www.ngtax.ca>

EMPLOYMENT HISTORY

NG Chartered Professional Accountants Professional Corporation **January 2019 - Current**
[<https://ngtax.ca>]

- Please see www.ngtax.ca for my bio and listing of services.

KPMG – Tax Specialist **May 2017 – January 2019**
[<https://home.kpmg/ca/en/home.html>]

- Responsibilities**
- Research and analysis of a wide variety of tax issues, including assistance with tax planning of Canadian controlled private corporations.
 - Preparation/review of not for profit tax filings.
 - Preparation/review of notice to reader financial statements.
 - Preparation of corporate, partnership, trust and personal tax returns.
 - Preparation of draft technical memos to file, instruction letters to legal counsel and client reporting letters.
 - Preparation of income tax estimates and models.
 - Prepare/reviewing corporate and personal tax returns.
 - Reviewing tax provisions for larger audit clients.
 - Interacting with clients and other team members.
 - Assisting senior staff members in all aspects of corporate tax initiatives

Wilkinson Rogers LLP **November 2016 – April 2017**
[www.wilkinsonrogers.com]

- Responsibilities**
- Assist with personal and corporate tax return preparation.
 - Preparation of small audits, notice to readers and reviews.

RPS - Finance Manager **September 2013 – July 2016**
[www.rpsgroup.com]

- Responsibilities**
- Responsible for managing statutory financial compliance and taxation for the Australia Asia Pacific Region, turnover ~ \$190mil AUD.
 - Responsible for all corporate tax matters for RPS operations in Australia and Asia Pacific including compliance, review, international transfer pricing and allocation of charges across the consolidated tax group, tax effect accounting.
 - Review and coordinate the preparation of annual financial statements involving the consolidation of many entities for clearance with Deloitte, the external auditors.
 - Review & sign off of balance sheet and account reconciliations prepared by the management accountant.
 - Coordinate monthly reporting, evaluate results, follow up on significant variances from budget & expectations, and prepare management report for review by the directors.
 - Prepare memos for senior management pertaining to various ad-hoc compliance issues.
 - Managed payroll for Western Australian companies, including review and approval of monthly payroll & financial year end employee reporting.
 - Prepare financial, capital and cash budgets using detailed and complex models for divisional analysis.
 - Review/prepare cost allocations to ensure costs are correctly recorded to each business

Robert Ng, CPA, CA, CA [ANZ], BBA

London, Ontario N6A 1C9

unit and legal entity.

- Improve financial systems, enhance working papers, and maintain tight internal controls.
- Provide financial support to operations team including job pricing & salary packaging.
- Manage a finance team, delegate work to staff, maintain effective working relationships and perform annual reviews.
- Authorize bank transactions for multiple entities.
- Responsible for hiring of divisional finance staff and provide input direct to the CFO regarding staffing requirements for WA.
- Organize finance staff events & morning teas to help ensure high team morale.
- Develop and present professional development tax training courses for finance staff.

Achievements

- Managed a system conversion to Deltek 7.4, including the design and customization of the system and external reporting. Appointed to lead upcoming conversion of several entities.
- Prepared the country by country transfer pricing report for Australia as early adopters of new global tax reform.
- Set up the Dublin Irish branch in 2015 and coordinate the transfer of employees to the new entity.
- Successfully coordinated all financial reporting & systems aspects of the acquisition of APASA into RPS Group.
- Lead the 2014 wind up of operations in the Mongolia office.

RPS - Group Financial Accountant, Group Services
[www.rpsgroup.com]

August 2011 – September 2013

Responsibilities

- Corporate role - responsible for accounting and taxation compliance for all companies in the Australia Asia Pacific Region.
- Coordinate standardization of group reporting policies and coordination across the group
- Review of divisional GST, Fringe Benefits Tax, and Payroll Tax for the group.
- Prepare statutory account, multiple currency financial consolidation, and statutory end of year accounts audited by Deloitte for the Australia Asia Pacific region.
- Responsible for taxation compliance including preparing the consolidated group tax return, tax in foreign jurisdictions, transfer pricing, ACA, R&D.
- Account for new acquisitions and resulting compliance issues.
- Prepare financial year budgets, cash flow budgets & tax forecasts for a group company.
- Manage cash flow daily for the Australian Asia Pacific Region ensuring all entities can meet obligations.
- Maintain the corporate secretary filings and ensure adherence to the Australian Securities Commission regulations.
- Review monthly payroll & termination/redundancy calculations.
- Coordinate the company employee share scheme for Australia including taxation compliance.

Other

- Promoted to Finance Manager

Robert Ng, CPA, CA, CA [ANZ], BBA

London, Ontario N6A 1C9

RPS - Management Accountant
[www.rpsgroup.com]

December 2010 – July 2011

- Responsibilities**
- Assist the Finance Manager with divisional financial reporting and budgeting.
 - Prepare journal and bookkeeping entries where required.
 - In charge of the year-end audit, including responding to auditor queries and prepare audit working papers.
 - Complete statutory filings including GST, FBT, Payroll Tax, PAYG.
 - Management of project invoicing and WIP charges to ensure correct billing and recording.
 - Provide direction & coaching to the accounts team and train new staff.
 - Detailed review of monthly payroll to ensure employees are paid correctly and correct statutory deductions are made.
 - Provide direction to the credit controller to make debt collections.
 - Responsible for financial analysis, and cash forecasting for division.

- Other**
- Promoted to Group Financial Accountant

BDO Vancouver, Canada- Senior Accountant
[www.bdo.ca]

September 2006 – November 2010

- Responsibilities**
- Senior accountant, on review and audit engagements including planning, execution and wrapping up of engagements.
 - Prepare tax returns while working in tax pool at the Whistler Office
 - Prepare tax effect accounting for public company clients.
 - Audit of client's account reconciliations, including bank reconciliations and other general ledger accounts.
 - Supervise audit teams, schedule staff, complete detailed review of audit working papers and complete staff evaluations
 - Communicate issues with the clients, and work with them to find a solution.
 - Brief management on engagement issues and propose solutions.
 - Draft engagement letters & other letters for client engagements.
 - Review financial statement disclosures to ensure they comply with accounting standards
 - Audit of municipalities on the Sunshine Coast, and not for profit organizations using fund accounting.
 - Significant experience in complex public company issues including consolidations, derivatives, amalgamations, share based compensation, convertible debt, foreign exchange of foreign subsidiaries, future taxes, and Sarbanes Oxley compliance
 - Mentor students through the Chartered Accounting Program
- Achievements**
- Received the Chartered Accounting designation after passing all examinations on the first attempt
 - Selected for secondment to BDO Perth, Australia in recognition of hard work

OTHER RELEVANT EXPERIENCE

Robert Ng, CPA, CA, CA [ANZ], BBA
London, Ontario N6A 1C9

Treasurer Parkwood Manor Vancouver

January 2008 – August 2009

Responsibilities

- Presented annual review and fiscal budget to the shareholders
- Performed monthly analytical review of accounting records for the Board of Directors
- Oversaw the annual year-end audit
- Provided recommendations to the board members on capital fund reserves and expenditures
- Implemented internal controls and cost control measures
- Collaborated with directors of the board and voted on resolutions at monthly meetings

Achievements

- Prepared the 2009 & 2010 fiscal budgets for operating, capital and contingency funds which was passed unanimously by the shareholders at the annual general meeting

Robert Ng, CPA, CA, CA [ANZ], BBA
London, Ontario N6A 1C9

EDUCATION & CERTIFICATIONS

CPA Canada

- In Depth Tax Course – 2020 **November 2020**

The Tax Institute, Australia

- CTA 2 Advanced - achieved with merit **June 2013**

Institute of Chartered Accountants

- Member of the Institute of Australian Chartered Accountants since **2011**
- Member of the Chartered Professional Accountants of Canada (formerly Institute of Canadian Chartered Accountants) since **2009**

CA School of Business, British Columbia, Canada

September 2006 to September 2008

- Completed all Chartered Accounting courses successfully on first attempt

Wilfrid Laurier University, Waterloo, Ontario, Canada

September 2002 to August 2006

- Honours Bachelor of Business Administration Program

St. Christopher's Secondary School, Sarnia, Ontario, Canada

Sept 1997 – June 2002

- Successfully completed high school diploma

ADDITIONAL RELEVANT TRAINING

Institute of Chartered Accountants Australia

- Regular attendee of the guest speaker series to learn about a broad range of topics

NTAA – Fringe Benefits Taxation Course

- Regular attendee of the Fringe Benefits Taxation course to stay current with changes in legislation

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: **Gene Northup**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6J1V3**

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):

served on the memorial boys and girls club program.

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

knowledge and work with people who are concerned about other people.

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

on a issue base decision.

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

worked on a community based board in decisions related to operation and finance.

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 feel i have a lot of knowlege in community needs.

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

my education can be descibed as not so much academic but more life experence.

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

living in a rent to income property, knowlege in the operation of a not for profit enviroment.

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):

operations at memorial boys and girls club in the choms operation cost and relevant fund raising operations.

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 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**

Submitter E-mail:

Submitted on: **6/1/2021 10:52:58 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: **Christopher Oldham**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G2V3**

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):

I worked for the Mayor of Orangville Ontario Rob Adam's here Locally Managing and running all aspects of his Company called Campus Cooler's here in London . Duties included but are not limit to Hiring staff , training, all book keeping ,payroll quality control, scheduled timelines adhered too. Reorganizing the company locally to stick within budget allotment for the year. Put in place cost cutting measures to boost the bottom line and make to company more profitable. Handled all client services including but not limited to customer retention ,dispute resolution . Hired, manged, trained all staff of between 12-15 people seasonably/ annually . 2006-2008

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

Making the neighborhood / community I live in more safe . Engaging are public servants elected members from the City Of London such as City Counselor Phillip Squire elected rep in the postal code N6G2V3 . Me and Phil have had a good many conversations over the year on ideas of improving the Neighborhood were i live.Top of mind at this time is to have a placement of a local land line phone working and available for emergency use.

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

I will review, poll and speak with the public in the area I live for there input along with insuring all in the community have voice that will be heard and consideration taken when decisions are being made along with proper consultation with the public.

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

Resume attached

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 putting forward and implementing more safety measures in and were in live. Including but not limited to cleaning up the Riff Raff and dysfunction seen at 345/349 Wharncliffe Rd

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

**Business and baking in college. I am a certified Educator with specializations in TESOL tutoring English as a second Language .
Grew up and schooled in and around The University Of Western Ontario area.**

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

Resume attached

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):

Resume attached

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

Resume attached

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): **Professional or community organization**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **6/2/2021 7:13:10 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: **Sarah Potter**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5Y 4K5**

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):

When i was married and no longer lived in london housing , i was on the Fanshawe Student Union , First Nations Student association as president.

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

Contribute as much as needed by the board or commission , i am eager to be a great help to my community

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

Anyway i am needed , work with the rest of the board or commission however they see fit.

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

I sat on the Oneida Nation of the Thames Policy Committee where we were the ones who made the policies for Chief and Council . I also sat on many student unions.

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 learn new things everyday, i hope to learn as much knowledge from the rest of the board as i can about london housing , how to make it better and contribute as much as i can . My late mother lived in LMCH since 1984 until her death, i have seen the changes LMCH has been through and would love to see the future changes as well, i would very much like to be a part of these changes for the better.

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 certified chef , certified nutrition manager, i am multiple award recipient, i have had secretarial training .

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

I have lived through so much and i am still here to learn more and be an example. I participated with Fanshawe to be the first ever liason between the first nations center as

their student association as president and the FSU as the student representative for the hospitality division. I helped manage my ex in laws , pawn shop , general store and second hand goods store. I worked in the community as a representative for all 3 stores . I also worked for the Big Sisters of London house as well.

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):

First Nations Student Association was 2 terms (1 year); FSU Rep (1 year); Oneida Policy Committee 2 years (chief term is 2 years)

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

I am not really a written words person, I am more of a hands on, face to face , unless i already am aware of the specific tasks asked of me , then i can put them into words . I do have learning disabilities , but they do not limit my knowledge or my strive to gain more knowledge .

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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

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

Submitter E-mail:

Submitted on: **6/1/2021 9:20:46 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: **Rachel**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5Y4K5**

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):

Not as of yet. I am hopeful though.

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

I have lived in london housing for at least 7 years. I have also received support through the community for my children and I in this time. I would love to be able to be part of giving back or part of something that is there to help families.

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

Being able to understand and communicate. Coming up with ideas and also Supporting the other members as a team will make this all successful for the best outcome.

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

I don't have much experience working and as such I would love to gain some and be part of giving back to a community that is and was there for my children and myself. In high school I was involved on the student council team. I also worked as customer service at Canadian tire as my first job.

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):

As said above, I've had to privilege to call London; Middlesex housing home here for about 7 years. In this time I've seen a lot and I feel I could bring a lot of ideas to the table but am also a very good listener and supporter when it comes to helping and solving issues. I like working in groups and teams

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 high school graduate, in that time I was on the student council team. I went on to fanshawe college to the personal support worker program.

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

Daycare assistant, customer service at Canadian tire, student council, and personal support worker program. I have two children that I believe have given me the most experience when talking about communication, community supports, self Advocating, listening, working as a team and caring for others. Thank you.

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've not been involved in any boards.

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

I believe I've written it all. Thank you

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

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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): **Social media**

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

Submitter E-mail:

Submitted on: **6/1/2021 9:36:21 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: **Samantha Rodriguez**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6C 5S4**

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):

It is with great enthusiasm that I am applying for a board position with the City of London. I am a current Team Lead for the Transitional Supportive Housing programs at CMHA Middlesex and have maintained this role for over 10 years. I current hold a position as On-Call manager since September 2020. My experiences within CMHA has provided me with the ability to efficiently work with and support staff, as well as participants who experience severe mental illness. In addition to my employment experience, I have received my Developmental Services Worker diploma and have participated in ongoing training and seminars related to Leadership, Psychosocial Rehabilitation and received my RentSmart and Stop smoking Ontario certification. Personally, I lived in London Housing as a teenager(with my mother) and continue to support participants with housing through RGI and liaison with London Housing for application submission and advocacy. I feel I have acquired many of the employment, life and educational experience deemed appropriate to this particular role. Thank you for taking the time to review this letter, I hope that you will consider me an eligible candidate for this opportunity. I look forward to hearing from you in the near future. Kind regards, Samantha Rodriguez

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

This would be my first experience as a formal board member. I would hope to receive guidance, support and mentorship from other members of the board. As a contributing member, I bring my personal life experience as well as employment experience in working with marginalized populations. I am passionate about housing and have become a RentSmart educator to participants in the community. I understand the struggle with securing housing, I also understand the challenges that come with being a landlord as I've been a landlord myself. I hope to bring my commitment to this cause, my ability to use personal and professional resources to advance the organization's mission and my willingness to contribute my time and experience to better serve this community.

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

As a board member, I will recognize the strengths of the team and work to balance the load amongst each member. I am an organized and committed leader and am willing to take on additional responsibilities to ensure work is completed. I recognize that in a group, it is important that all voices are heard. Working as a team ensure that we all have a voice and can work together to get the job done.

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

My experience is as follows:

- Team Lead at CMHA Middlesex for over 10 years. Currently working in the Youth programs, as well as supporting Adult services.
- Joined On-Call team for the entire agency Sept 2020.
- Completed my Development Services Worker diploma and previously worked with individuals with dual diagnosis
- 2 years as a voluntary secretary on the Executive Team for the Thames Valley District School Board APPLE program.
- RentSmart educator since July 2019.
- STOP smoking Ontario certified.

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):

At the age of 17, my mother & I found ourselves without a home. We stayed at the Rhotholme shelter where we stayed for approximately 1 month. From there, we secured housing on Cleveland Ave. through London Housing. A few years later, I moved on to my own independent housing and my mother remained housed through LMCH. She has lived in two different buildings in London and we have experienced positives and drawbacks from this experience. Social housing comes with many benefits when you're experiencing poverty and lack the credit or means to secure market rent. I have had the opportunity to support individuals submit many London Housing applications, go on tours of buildings and even transition to some of the LMCH locations. My place of employment has partnerships with LMCH which has opened many supported opportunities for those that would otherwise fall between the cracks. Housing has become more and more difficult to obtain in the City of London, specifically subsidized housing. Cost have gone up but income has not. I would love to advocate for those that do not have a voice and support making positive change for our City.

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

Developmental Services Worker diploma - Fanshawe College; RentSmart Educator; Home owner, landlord, person of lived experience.;

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

As mentioned previously, I have personally lived in London Housing when I was 17 years old. Not only have I experienced homelessness, I have overcome the barriers many experience when they're raised in poverty. I have worked at CMHA(formerly WOTCH) since the age of 23 and have had the privilege of supporting many youth and adults to recognize their potential. London Housing provides subsidized housing to individuals who otherwise could not afford to live in a market rent home in the community. This has become increasingly more difficult as I support participants and staff navigate housing placements. The Coordinated access team has done an excellent job in trying to reduce homelessness in our City. Unfortunately it still exists and I would love to be a part of the solution in reducing barriers and improving the situation we're in as a community.

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):

April 2017-2019 I was a voluntary secretary for the APPLE program executive team through the Thames Valley District School Board. This allowed me the opportunity to experience the behind the scenes work that is done to ensure the program runs smoothly and efficiently. I attended meetings with the TVDSB board members, principal and other executive members on a regular basis. We ensured the operations of the program were in compliance to the policies and procedures outlined in our parent handbook. As a secretary, I ensured the details of our meetings were documented and shared accordingly. I have not had any other roles as a board member.

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

Good afternoon, My name is Samantha Rodriguez and I am a wife and mother of two daughters. I started out working in the not for profit field, specifically residential when I was 18 years old. I have always had a passion for housing and this has carried me through my career. I have experienced homelessness, I have lived in London Housing, I have been a renter, a landlord, a home owner and became a RentSmart educator to teach tenants and landlords about their rights and responsibilities. I would be a good candidate for this board as I understand both sides and can look at situations with a neutral lens. I am a solution focused individual who is interested in becoming a board member to foster change and enhance what we're already doing well. Thank you for taking the time to read my responses. Looking forward to hearing back. Kind regards, Samantha Rodriguez

Attach resume or other document here, if needed: **Samantha's_Resume - Copy.pdf**

Attach more files here, if needed:

Confirmations

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For members of the public applying to serve as Tenant Directors on the London Middlesex Community Housing Board. I declare the following:

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:

Submitter E-mail:

Submitted on: **5/27/2021 4:59:36 PM**

Samantha Rodriguez

London, ON.

N6C 5S4

Objection: To obtain a Manager position at CMHA Thames Valley Addictions & Mental Health Services.

Employment:

Team Lead October 2008-present

London, ON

On-Call Manager September 2020-present

CMHA Thames Valley Addiction & Mental Health Services

- ◆ Support individuals struggling with serious mental illness to enable successful transition into the community.
- ◆ Support individuals on their rehabilitation goals and improving interpersonal skills while on their recovery journey.
- ◆ Support staff with team approaches, assess the needs of participants and leading by example when addressing crisis situations.
- ◆ Provide staff support and guidance to navigate day to day operations
- ◆ Support the orientation and training of new staff and existing staff
- ◆ Support management in interviewing and training process for potential and new employees
- ◆ Complete relief supervisions and provide input into staff performance evaluations
- ◆ CRMS Power User

Support Worker-Employed Sept 2006-Oct 2008

London,ON

Alice Saddy Association

- ◆ Providing support to adults with a dual diagnosis needing various levels of support and assistance with daily needs.
- ◆ Encourage independence and decision making.
- ◆ Provide counselling and behaviour management when needed.

Support Worker-Employed June 2004-Oct 2008

London,ON

Forward House of London

- ◆ Providing support to individuals with various disabilities needing 24 hr. support including overnight shifts.
- ◆ Encouraging participation and involvement at home and within the community, one on one skill teaching.
- ◆ Carry out household duties such as cooking, cleaning and yard work.
- ◆ Provide counselling when needed, encourage decision making.

Samantha Rodriguez Resume
Page 2

Education:

Fanshawe College

- ◆ Completed Developmental Services Worker Program.

RentSmart Educator

July 2019

- ◆ Graduated as a RentSmart certified community educator.
- ◆ Delivering the RentSmart course to participants and landlords on their rights and responsibilities, as well as all areas related to being a good renter.

Training Enhancement in Applied Cessation Counselling and Health (TEACH)

Feb 2017

- ◆ Completed an Interprofessional Comprehensive Course on Treating Tobacco Use Disorder
- ◆ Co-facilitated Smoking Cessation course at CMHA Middlesex

Additional Skills/Certificates:

- ◆ CPI-updated annually
- ◆ Standard First Aid and CPR-Level C
- ◆ WHMIS and fire trained
- ◆ Knowledge of computer software (CRMS, Word, Internet).
- ◆ Knowledge of Psychosocial Rehabilitation principles and practices.
- ◆ Applied Suicide Intervention Skills Training
- ◆ Valid drivers license and reliable vehicle

References: Available upon request.

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

Application

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

Contact Information

Name: **Zulmira Rogers**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6G 2V3**

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):

I'm not afraid to speak my mind when it comes to the ongoing issues here at social housing

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

I can Advocate on the tenants who live here and are afraid to speak out

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

By listening and giving my positive feedback about helping with all the ongoing issues here

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

Have taken Assertiveness training programs Have a grade 12 diploma Am not afraid to speak my mind and am a good listener

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 like the opportunity to see and understand why the social housing is broken and ways to improve the living one conditions here many good tea ants have to be around not so pleasant people who continue to break the laws around here and not being held accountable for their actions

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

Have a grade 12 diploma and been taking lots of self help courses like Assertiveness training can speak clearly when asked a question would like the opportunity to see how this corporate office works and try suggesting positive feedback to help tenants and others with ongoing supports to help people navigate the system

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

Living in poverty all my life would like an opportunity to see if I can suggest new ways to improve the system which isn't working right now if one can get a chance to try new

opportunities then Maybe there a way out of my property that I have been experiencing all my life a fresh start is all that I am asking for to show my potential that I have to offer

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):

Helping people all my life with navigating a broken system that seems not to want to give opportunities to people such as myself who want to see many improvements with social housing like offering help to tenants who have mental health issues that need a voice which I can provide. I have some Legal experiences when I had to take a family member to small claims court and I won the case all by myself. It was very chay but I enjoyed it.

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

Just wan an oppportunity to show my full potential if I am chosen to help better the social housing barriers that are here every day I witness Have a very good eye for spotting safety concerns about are buildings

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): **City Website**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **6/1/2021 1:55:14 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: **Diana Senese**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6E1P2**

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):

Although I have not worked on a London Housing Board, I am an addictions worker for CMHA Middlesex within their Supportive Living Apartments, in Supportive Housing. I am familiar with assisting my clients living in RGI housing and am passionate about this.

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

I hope to contribute innovative ideas that I may present, because of my background knowledge and working with clients with mental health and addictions. I also have developed a rapport with the landlords housing my clients, and I understand the need to compromise and close the gap between tenant and landlord.

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

I will support by expanding my knowledge and bringing my own experience to meetings. I believe housing is a fundamental right but also I want housing to be a good experience for everyone, landlord and tenant.

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

I am well versed in the Landlord Tenant Board policies and procedures, I have taken Rent Smart course to assist my clients in learning to be cooperative tenants. I work as an addictions counsellor and studied Professional Addiction Counselling in university. I am a member of the Canadian Addiction Counsellors Certification Federation.

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):

As mentioned, I truly am passionate about individuals being housed and remaining housed. I am interested in the overall housing experience being positive. The working relationship between the housing corporation, and the individual being housed being healthy is important to me. I have a lot to learn and a lot to contribute. If I were added to the Housing Board, I believe they would benefit from my hard work and commitment.

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

I have taken The Fundamentals of Addiction course and also Professional Addiction Counselling. I have being certified in Rent Smart program for health tenants. I have been involved in researching affordable housing and creating affordable housing lists for my agency and to share with other agencies.

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

I worked as a shelter worker/housing selection worker for Rotholme Women and Family Shelter, a part of Mission Services. I worked as a Counsellor for Quintin Warner House, an adult male residential treatment centre. I currently work as the Addictions Worker for a supportive living program within Canadian Mental Health Association Middlesex.

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 volunteered at The Mission Store, part of Mission Services and assisted in the voucher program. We generally provided start up items for no cost, for individuals that have been housed. I volunteered there for three years.

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

In my current role, we are not the landlord of the housing building. We work very closely with the landlord to mediate concerns between tenant and landlord and vice versa.

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:

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:

Submitter E-mail:

Submitted on: **5/27/2021 10:31:44 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: **Lisa G. Smith**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6B1H9**

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):

Admittedly, I do not have any experience on a London Board or Commission it is my hope to receive an opportunity to learn and gain experience. Although, previously, in 1991, I served as a Guide for Local 251 of the UAW Union for a 3 year term, as well as a Vice Chairperson for the Union at St Clair Technologies for 3 years, leaving both positions to attend the UWO, here in London in 1994. My hope is to be given the opportunity to be a member at large on the LMCH Board of Directors and to utilize the knowledge and experience gained and apply it to the housing program I hope to design in the future.

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

As a person with both lived experience as a homeless person and as a previous tenant of LMCH I hope to contribute my perspective of what those experiences were like and what they both taught me. In addition to that I would like to contribute my recent experience when I applied for community housing through your "low barrier" application process. Hence if you don't know what's broken it's difficult to be able to address and fix it.

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

I would support the work of the Board by listening to everyone's input and opinions and by asking questions when clarity is needed. In short, I would be both learning and contributing to the decisions made by the Board in the best interest of LMCH as a whole.

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

Between 1998-2001 I volunteered and was eventually employed with LIFESPIN. During this time I was the Green Market Basket Coordinator as well as overseen the Freestore, large item donation registry program , and did fundraising for Margaret's Haven, a housing program initiated by LIFESPIN. My employment ended when program funding for the green market basket ended and because of illness I never returned to work. It's my goal, if provided an opportunity to be on the Board to build on the needed routine as a way to re-enter the work force in the near future.

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'm interested in this particular opportunity because of my lived experience and my future goal of starting a housing program to house the "hardest to house" individuals in our community.

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 grade 12 diploma (not a GED), and some university social science credits including psychology and sociology. I have 10 years experience with UAW local 251 with training and certifications received at the UAW Black Lake conference centre. I'm certified for negotiation, collaboration and ratification methods, CAP training and development as well as mediation steps and techniques. In addition, by combining my education with lived experience I'm knowledgeable with the Canadian and Ontario Human rights and Landlord Tenant Legislations as well as their perspective Social Tribunal processes.

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

June 2020-April 2021 I was chosen one of 20 individuals across Canada to be part of the Tenant Leadership group for the CHRA. During my time in this group I learned how to change policies on federal, provincial and municipal levels, and how to start a Tenant Association. I also learned how to learn by way of zoom meetings and using groups like Mighty Networks to create professional connections. It was a great learning experience. In July 2020 I was also accepted by the Elizabeth Fry Society in their My Start Up program to help me to start designing a written proposal for my housing program idea. Although, half way through the program I realized I had more questions than answers which brought me to seeking a position on your Board. As such, I am able to return to the program when ready to finish what I started with them.

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):

No recent experience on any Boards.

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

Please forgive my frankness here however if I'm offered the opportunity to be on your Board, I hope the other members will be patient and understanding. It's been awhile since I've attended a Board meeting and "my" Robert's Rules of Order will need some dusting off and as such, in the beginning I plan on doing a great deal of listening and learning from the other Board members. If this is not a position in which this is possible, I understand and thereby please just advise me of such. Thank you to all for your time with my application. Best to you as you fill the open positions.

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:

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:

Submitter E-mail:

Submitted on: **6/6/2021 9:27:08 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: **Marc Tessier**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N6B3L4**

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):

While I do not have any direct experience on a London Board, my academic background in analyzing issues, and my past and present tenant experiences, blend well with a seat on the London & Middlesex Community Housing Board.

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

I would seek to advance increased funding to all areas of the general and maintenance budgets for London & Middlesex Community Housing. It is an important cause, especially with high unemployment and epidemic levels of homeless people in the region.

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

Contribute to Board meeting discussions when most appropriate. Assist with computer support and documentation efforts. My assets also include the following skill sets: Excellent computer software and hardware knowledge (M.Sc. in Computer Science from Western). Strong written and verbal skills. Ability to actively listen to and absorb complex issues. Availability for all Board activities. Friendly and personable nature. A strong moral compass and belief in accessibility and affordable housing services.

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

I have work experience in the computer software industry, in addition to computer technical support call centre activities. With my M.Sc. in Computer Science from Western as a background, and my computer-related work experiences and hobby activities, I believe that I would be a strong contributor to the Board in an administrative capacity as a current London & Middlesex Community Housing tenant.

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):

To meaningfully contribute to increased access to, and funding for, London & Middlesex Community Housing causes and maintenance activities.

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

B.Sc. Mathematics and Computer Science. The University of Western Ontario, 1996 M.Sc. Computer Science. The University of Western Ontario, 2000.

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

Various roles as software developer as a contract-based employee for the Canadian Centre for Activity & Aging, UWO (affiliated with the Faculty of Kinesiology, UWO). 1991, 1994/95, 2000-2002. Software Developer, The Boundary Layer Wind Tunnel Laboratory, Dept., Civil Engineering, UWO (around 2002/03 for approximately 10 months). TeleTech Holdings Inc., (an Internet services technical support focussed call centre). Approx. 10 months about 15 years ago. (see resume attached to this online application for more details)

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):

No direct experience by I remain an enthusiastic learner of all things new and important.

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

I am eager, willing and able to successfully contribute as a team member for the Board of the London & Middlesex Community Housing organization.

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): **Professional or community organization**

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **6/1/2021 8:49:36 AM**



Ms. Cathy Saunders, City Clerk
City Clerk's Office
300 Dufferin St., London

RE: London & Middlesex Community Housing (LMCH) Board Appointments

Dear Ms. Saunders,

In accordance with Municipal Council's direction, the London & Middlesex Community Housing Board of Directors undertook a process to assist with the recruitment and nomination process for board appointments. As set out in the Shareholder Agreement, 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.

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, the LMCH Board of Directors endorsed the following individuals for consideration by Municipal Council at its meeting of June 17, 2021:

- Shellie Chowns (Community Member)
- Gary Bezaire (Community Member)
- Tammy Brooks (Tenant Member)
- Maria Manno (Tenant Member)

Furthermore, in accordance with the Shareholder Agreement, at its meeting on June 17, 2021, the LMCH Board of Directors also endorsed the following members of the Interim Board of Directors be appointed as the first class of directors for a period not to exceed one year:

- Aynsley Anderson (Interim Member)
- John Millson (Interim Member)

Thank you in advance for this consideration.

A handwritten signature in black ink, appearing to read 'RW', followed by a horizontal line extending to the right.

Rosanna Wilcox
Vice-Chair, Board of Directors
London & Middlesex Community Housing

Governance Working Group

Report

3rd Meeting of the Governance Working Group
May 17, 2021

PRESENT: Councillors J. Morgan (Chair), S. Hillier, A. Kayabaga, S. Lewis, P. Squire, M. van Holst

ALSO PRESENT: L. Livingstone, M. Balogun, C. Saunders, M. Schulthess and B. Westlake-Power.

The meeting was called to order at 12:01 PM, with Councillor J. Morgan in the Chair with all Members participating; it being noted that the following Members attended the meeting remotely: Councillors M. van Holst, A. Kayabaga and S. Hillier.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent Items

2.1 Advisory Committee Review - Interim Report VI

Moved by: S. Lewis

Seconded by: P. Squire

That, on the recommendation of the City Clerk, the following actions be taken with respect to the Advisory Committee Review:

a) the report dated May 17, 2021 entitled Advisory Committee Review - Interim Report VI", BE RECEIVED; and,

b) the Civic Administration BE DIRECTED to report back to a future meeting of the Governance Working Group with respect to the feedback related to the draft Terms of Reference appended as Appendix A to the above-noted staff report.

Motion Passed

3. Items for Discussion

None.

4. Deferred Matters/Additional Business

None.

5. Adjournment

Moved by: P. Squire

Seconded by: S. Lewis

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 12:35 PM.



300 Dufferin Avenue
P.O. Box 5035
London, ON
N6A 4L9

London
CANADA

11 June 2021

Members and Chair Strategic Priorities and Policy Committee

Strategy for Core Area Land and Vacant Buildings

Dear Colleagues,

During his 2021 State of the City address, Mayor Holder set a goal for our city: *to achieve functional zero for chronic homelessness in London within five years through the creation of 3,000 new affordable housing units*. This is a bold goal and a necessary one and we, as City Council, must do all we can to ensure its success.

In addition, we have seen the many challenges faced by our core areas in the aftermath of the Covid-19 pandemic. City Council has made substantial investments in these areas to help with their recovery.

To achieve success with both issues – 3,000 new affordable housing units plus core area recovery - will require bold thinking. We must ensure that we explore all options and all resources at our disposal, be that land ready for development as well as buildings available to be repurposed.

Therefore, I am seeking support of the following motion:

That the Civic Administration BE DIRECTED to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy.

Respectfully submitted,

Maureen Cassidy
Councillor, Ward 5



**HAMILTON
ROADBIA**

May 25th 2021

Attn: SPPC Committee Chairs and Members,
RE: Interim BIA Board Member Appointment

Chair and Members of the Strategic Priorities and Policy Committee;

The Hamilton Road Business Improvement Area would like to put forward Mark Simpson as an interim BIA Board Member. Mark Simpson, as of July 2021, will own property within the BIA boundary and therefore is eligible for Board membership. We request your confirmation of him to the BIA Board of Management for the remainder of the 2019-2023 term.

Kind Regards,



Rick Pinheiro
Chairman
Hamilton Road BIA

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

Application

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

Contact Information

Name: **Blythe Allman**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6G 2K2**

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):

I have never served on a London Board or Commission, but I did work with the Housing Division during the summer of 2015, as a co-op student at Fanshawe College. I am currently a professor in the Office Administration program at the London main campus of Fanshawe College. I have an interest in maintaining London's historic homes, and experience working with Boards in an administrative role through the private schools that employed me in the States before I became a permanent resident of Canada in 2012.

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

I would love to learn more about Eldon House and how it serves the needs of the citizens of London. I have taken a tour, but would love to have a deeper understanding of its place in London history.

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

This is quite an open ended question! I would attend meetings and provide the voice of a middle-aged mother of school-aged kids. I would be happy to help organize and support fundraisers and informative events to spread the word about the programs Eldon House provides for the City.

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

I don't have a lot of responsibilities beyond work and family, so I have time available to serve on committees. As I mentioned, I have worked in private schools. In that role, I worked to decide which students were qualified to attend those schools. It meant that I am able to communicate with people from all walks of life in face to face situations as well as through writing and on the phone. I am happy to provide a resume if needed.

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.**

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/25/2021 6:42:57 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: **Eldon House**

Contact Information

Name: **Megan Halliday**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6H 5W6**

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):

I am a recent graduate from the Master of Library and Information Sciences program at Western University with Undergraduate degrees in both history and criminology. I believe that my education would be an asset to this commission as I have prior knowledge about how important historical sites are and how best to support and sustain these historical sites. Further, my master's degree has allowed me to complete courses involving prospect management and fundraising which means I have skills and knowledge in how to best contact, sustain and introduce donors to the potentials of Eldon House. My education also has ties to archives and museums which are relevant to this position as Eldon House is a museum. With prior experience and education of how best to showcase archives and museum artifacts, I wish to use my knowledge to promote Eldon House. I have also worked for a non-profit historical site when I worked for the Heritage London Foundation. With this experience, it was essential to find ways to best use the historical site and remain relevant while also preserving and protecting the historical nature of the properties (Elsie Perrin Williams Estate and Grosvenor Lodge). In this role, I was in charge of booking weddings and other events as well as handling membership to the Heritage London Foundation. I was responsible for ensuring that donors were thanked, new prospects were managed and fundraising opportunities were marketed appropriately. Lastly, this position worked closely with the board, especially the board chair, and so I have become aware of board proceedings, board management and how important the role of a board member is as well as their responsibilities. Lastly, although I have not been on a formal board, I have had family members who have been on many and so through their knowledge, I have been able to gain further insight into the management, role and responsibilities of various boards.

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

I have always had an interest in giving back to my community and I am a firm believer in history being an important aspect of present and future decisions. To this Commission, I hope to give a different perspective as to how Eldon House can be promoted and be relevant in today's changing environment. At the same time, I have a desire and a wish to see historical sites such as Eldon house be maintained and honoured for the impact they have had. I feel that not enough people have knowledge of local history but rather have focused their education on national or even international history. I hope to bring attention to these local sites as they are a large part of what has made London the city it is today. Through remaining relevant, promotion and hopefully an increase in patron gifts, I hope to continue to increase the reputation Eldon House has in our community. Further, the creation of programs that will showcase the historical site is vital to the community awareness that Eldon House needs to have. There is so much history in London that goes unknown including Heritage London sites, the Sir Frederick Banting

House, Museum London etc. and while people may know about these locations, they may have never been or seen the benefit of going. I wish to change this mindset so that London's history can be broadcast. Lastly, I hope to gain the experience of being a Commission member and further my knowledge in the management of organizations that have a Commission. While I have worked closely with boards before, I have not yet had the experience of being a member and I am extremely interested to see things from the other side including how decisions are made, the focus of different boards and how I can contribute my knowledge, education and work experience.

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

Being a part of this board, to me, takes more time and energy than simply going to meetings. In everything I do, I am fully invested and am willing and able to take the time necessary to ensure that board directives are achieved at an extremely high level of effectiveness. I will support the Commission in making decisions on behalf of members to best support the management of Eldon House. My interest and education in history give me a unique perspective when it comes to how to handle the management and running of a historical site. Eldon house has not changed since the 19th century and while that needs to be preserved, I want to work with the board and staff to come up with creative ideas about how to share the history of the house and gardens. In a post-Covid world, there will need to be the development of strategies to maintain the upkeep of both the house and gardens and the reawakening; that will need to take place. It will take significant work to get things back up and running to the level they were at before Covid hit and I wish to be part of the group that does this. Lastly, I am interested in the development of the strategic plan and the upcoming AGM to see how the Commission is currently running and where I may be of significant help.

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

Prior to being hired at the Heritage London Foundation as an estate assistant, I was a board volunteer in charge of directing events. It was not long after my appointment for this role that I was offered a position as a staff member. Because of the close relationship between staff and the board, I was able to learn about the specific roles of board members and how much dedication and work it takes to be on the board. Further, my current position with the London Police Service is one that is heavily dependant on board involvement and relies on the decisions made by them. Although I have no prior experience working on a board, I believe that my work experience in both non-profits and the LPS has given me some knowledge into the workings and the importance of board members. That being said, while I have experience working with boards as a staff member, I am eager to experience working with boards as a member and alongside staff to meet goals and objectives.

Attach resume or other document here, if needed: [Resume.pdf](#)

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I understand that my application will be included on a public agenda that is published on the City website.**

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/13/2021 3:25:17 PM**

MEGAN HALLIDAY

519-



OBJECTIVE

To secure a challenging position in a reputable organization to expand my learning, knowledge and skills.



EDUCATION

Master of Library and Information Sciences | Western University

SEPTEMBER 2018-AUGUST 2020

Bachelor of Arts, Double Major: History & Criminology | Western University

SEPTEMBER 2013-JUNE 2017



EXPERIENCE

Property and Firearms Clerk | London Police Service

SEPTEMBER 2019-PRESENT

- Catalogues property according to London Police Service policies and procedures.
- Responds promptly to inquiries from the public, sworn and civilian members via email and phone.
- Ensures property is handled, stored and disposed of in accordance with the Health and Safety Act, the Police Services Act and the Firearms Act.
- Ensures that evidentiary continuity is maintained with any movement of property to and from the Property Control Unit.
- Maintains computerized records to ensure they are up to date and correct.
- Ensures property is properly tracked when stored at any off-site locations or locations within London Police Headquarters outside of the Property Control Unit.
- Promptly and efficiently handles the purging of authorization property.

Court Services Administrative Assistant | London Police Service

FEBRUARY 2019-SEPTEMBER 2019

- Verified and audited all charge packages, tickets, summons etc.
- Prepared informations, summonses and disclosure for all Provincial Offence and Criminal Court matters.
- Liaised and coordinated with the Provincial Prosecutor and Crown Attorney's office.
- Followed all policies and procedures set in place in regards to charge packages, disclosure and correspondence.
- Controlled and managed document processes by reviewing files, records and critical information to confirm accuracy and ensure compliance with policies and procedures.
- Managed and adjusted personnel scheduling for sworn members, monitored resource allocation to provide optimal coverage and service.

Intake and Processing Attendant | London Police Service

JULY 2018-FEBRUARY 2019

- Managed the public counter for record checks, pardons, adoptions, name changes, Freedom of Information requests and compliance notices.
- Provided assistance to members of the general public in the completion of pertinent forms.
- Communicated with members of the Records Screening Unit to ensure accuracy of record check applications and ensure adherence to legislation and guidelines.
- Fingerprinted individuals while obtaining and recording all necessary information to ensure adherence to legislation put in place by the RCMP.
- Sent Canadian Police Information Centre (CPIC) messages to other agencies.
- Delivered top quality customer service while managing multiple tasks.

Meeting and Event Services Assistant | London Public Library

APRIL 2018-JULY 2018

- Served as the key customer service point of contact.
- Provided information and tours of the Wolf Performance Hall and meeting rooms.
- Coordinated logistics of events and bookings for all sixteen London Public Library locations.
- Accurately prepared invoices, collected deposits, handled cash transactions, provided refunds and created and updated client records.
- Communicated with third party stakeholders and relayed relevant information in regards to their interests.
- Protected company reputation and built a loyal client base by working relentlessly to resolve problems and improve customer satisfaction

Library Assistant | London Public Library

DECEMBER 2016-APRIL 2018

- Assisted with collection maintenance and created displays to promote collections.
- Explained the use of library facilities, resources, equipment and services while providing information about library policies.
- Registered new patrons and issued borrower identification cards
- Helped assist with the editing, maintenance and creation of new policies and procedures as put for by management.
- Pulled materials for hold requests, sourced and processed inter-library loans across networks to meet needs
- Monitored and supervised Page staff while assisting them with scheduling needs and assigning tasks.
- Organized all aspects of the library, including media supplies, main catalogue, special equipment and permanent records

Estate Assistant | Heritage London Foundation

OCTOBER 2017-JULY 2018

- Assisted with events such as weddings, celebrations of life, corporate events and series events
- Maintained and fostered relationships with partner organizations like Architectural Conservancy Ontario and Windermere on the Mount as well as vendors such as Culinary Catering and NorthMoore Catering
- Maintained patronage listings and ensure donors were thanked and invited to meetings and events
- Maintained and updated a contact list to ensure all relevant individuals and organizations were kept up to date with news and events
- Maintained both properties owned and operated by HLF, the Elsie Perrin Williams Estate and Grosvenor Lodge
- Answered client questions via email and telephone
- Worked closely with board members to ensure that strategic planning objectives were met and marketing visions were updated



VOLUNTEER AND COMMUNITY ENGAGEMENT

- Forest of Reading: White Pine Selection Committee, 2020
- Emerging Library and Information Perspectives Journal: Copyediting, 2019, 2020
- Heritage London Foundation: Board Volunteer, 2017



ALTERNATE TRAINING

- International Association for Property and Evidence, Certified Evidence Specialist Course, 2020
- Firearms Verifiers Course, 2020
- Firearms Possession & Acquisition License (PAL), 2019
- ALISON Certificate in Information Theory, 2019
- Emotional Intelligence Training, 2019
- ALISON Diploma in Legal Studies, 2018
- PEARS Mental Health Training, 2018

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

Application

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

Contact Information

Name: **Diana Taplashvily**

Phone Number:

Address: City: **London** Province: **ON** Postal Code: **N5W2A6**

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):

Through the past years I was heavily involved in preparation of reporting packages for the Board of Directors and only recently have started to participate in the Board meetings from the management side and support Governance sub-committees on multiple different agendas. This new role helped me to discover my strong desire to give back to community via active engagement in historic and cultural activities and looking for opportunities to share financial and strategic planning experiences gained from different business through 20+ year professional experience. Currently I am a member of LMCH Subcommittee for new Board of Directors selection, onboarding and orientation.

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

Being a designated accountant with diverse cultural background I would like to give back to community my knowledge and experience via participation in the non-for-profit Boards.

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

I am here to offer my financial expertise and 25 years of experience in analysis, reporting, brain-storming and critical thinking.

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

Experience and Professional membership: Jan 2021-Current - Director of Finance and Corporate services, LMHC. Jan 2019-Current - Member - Financial Executives International, Canada; Oct 2008 - Current - Member - CPA Canada, Ontario; Jan 2018-Jan 2021 - Director Finance, Ontario - Gateway Casinos and Entertainment Limited; Mar 2009-Jul 2013 and Aug 2016-Jan 2018- various positions in Accounting/Finance with Compass Group Canada; Aug 2013-Aug 2016- various positions in Operations & Finance departments of Chalifour Canada/Orgill Canada; prior 2009 - held various progressive positions within different industries in Canada and abroad; Education: MS in Mineral Economics, Colorado School of Mines, Golden, MBA, College of Business Administration, American University of Armenia (affiliated with UCLA), Yerevan, Armenia; Degree in Electronics Engineering, State Engineering University of Armenia, Yerevan, Armenia

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.**

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/26/2021 7:35:27 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: **LTVCA**

Contact Information

Name: **Nejla Skapur**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6J 0A2**

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):

Na

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

More awareness to further the interest of Londoners. I would love to learn and enter a space to explore what it's like to work with and for the city.

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

Time is someone's biggest asset. I would ensure my time is passionately devoted to our important 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):

I have worked in retail my whole life. I began now working with pensions and investments. However, I have always enjoyed keeping informed on how our city is doing and in general always remained aware of our beautiful country.

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.

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

If you selected 'Other', please specify: **Mo salih**

Submitter E-mail:

Submitted on: **5/10/2021 4:58:28 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: **LTVCA**

Contact Information

Name: **JJ (John Joseph) Strybosch**

Phone Number:

Address:

City: **London** Province: **ON** Postal Code: **N6G5M1**

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):

Although I haven't sat on a London Board or Commission I have sat on several boards, committees and councils, that is other than a Condominium Board of Directors. Since 2009 I have sat on the board of a private numbered company that manages investments and commercial rental properties. Unlike most boards this board makes virtually all the operating decisions from setting rental rates, properties to acquire, major repairs (beyond maintenance). We occasionally deal with environmental concerns for example with renovations of old properties. One site is currently under going a Water Quality Impact Risk Assessment which will help us understand how we might develop it. For the last three years I have sat on the awards committee for Canada Mental Health Association choosing the award winners for the Champion of Mental Health award. It is a privilege to participate in the review of corporate and community nominations. It is inspiring to see the meaningful work so many are doing to improve understanding and people's well being. From 2015 to 2018 I was President of our Condominium board. We ensured we complied with laws and regulations regarding financial and reporting. We balanced costs with owners desires and preferences, risk and liabilities. We managed compliance and owner complaints. From 2003 to 2007 I sat on College Council at Fanshawe College while I was a professor there. The council reports to the college President. The Council does not have any actual authority but in the time I was there every recommendation of the Council was implemented unchanged. The Council sets and analyses academic policy and procedures, and acts as a conduit for information sharing between different units of the College with regard to policies and procedures as well as other matters concerning the educational mission of the College. From 1997 to 2000 I sat on the Industry-College committee at Red River College in Winnipeg, while faculty there. We met twice a year with major employers of the graduates of our College in order to ensure that our curriculum continues to meet the changing needs of employers.

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

I bring a wide range of experiences to that could add to the diversity on the board. I have a strong background in Science especially technologies (research and development as well as business computing), experience volunteering with the London HIV/AIDS Committee, years working in construction in my youth, years as a professor of Computer Science and managing small commercial properties now. While on College council I discovered I have a knack with policy and procedures. I understand as a Director on UTRCA's Board I would need to become familiar with pertinent aspects the Conservation Authorities Act to be able to understand ongoing changes implemented through legislation. Not only do i enjoy policy and procedure. I'll enjoy learning about protecting our watershed. I'm glad that we are cluing-in to the importance of understanding that

even things that seem harmless aren't always so. We haven't left the finest legacy to our young people. This work to protect what we have is important. And I would like to be a positive part of that.

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

I would support the Board by reading and preparing for meetings, attending meetings and participating in subcommittees. I would ask questions and share my thoughts in meetings and complete any work assigned to me.

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

The most pertinent experience is mentioned above, however I have attached an informal resume to help explain how they fit together.

Attach resume or other document here, if needed: **resume informal JJStybosch.pdf**

Attach more files here, if needed:

Confirmations

I declare the following:

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

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

If you selected 'Other', please specify:

Submitter E-mail:

Submitted on: **5/11/2021 3:25:51 PM**

Summary C.V.
JJ Strybosch
London, Ontario.
N6G 5M1

Since I my last job in academia in 2001 I haven't needed a CV and no longer keep a formal resume.
This is a full, informal

Since 2009 I have director on the Board 1835397 Ontario Ltd.

Since 2008 Proprietor of JJ Strybosch Consulting, London Ontario. IT Systems Consultation and design, imaging and production services for artists, web design, business process analysis, legacy software maintenance.

From 2018 to 2021 Member of awards committee for Canada Mental Health Association choosing the award winners for the Champion of Mental Health award.

From 2004 to 2019 Volunteer, Anonymous HIV Testing Program, Inter-community Health, London Ontario.

From 2015 to 2018 I was President of the board MSCC 691 Condominium Board.

From 2004 to 2008 Program Coordinator Advanced Computer Programming, Fanshawe College, London Ontario.

From 2001 to 2008 Professor in the School of Business and Information Technology, Fanshawe College, London Ontario.

From 2003 to 2007 College Council at Fanshawe College, London Ontario.

From 2005 to 2007 Shark-Net (Distributed research computer) coordinator and Research Advisor, Fanshawe College, London Ontario.

From 2000 to 2001 Lecturer, Computer Science Department, University of Western Ontario, London, Ontario.

From 1996 to 2000 Professor, Business Division, Red River College, Winnipeg Manitoba.

From 1997 to 2000 Member Industry-College Curriculum Committee, Red River College in Winnipeg.

2000 Completed Baccalaureate in Education (teaching certification) University of Winnipeg, Manitoba.

1999 presented research on Ubiquitous Computing and Pedagogy at Post Secondary Conference at Redmond, California.

From 1994 to 1996 Software Architect, Developer and Senior Data Base Analyst with Manitoba Government Services and the Department of Highways and Transportation, Winnipeg, Manitoba.

1990 - 1994 Completed Masters of Science in Computer Science. Part time load. Formal language theory and image generation. University of Western Ontario, London Ontario.

From 1991 to 1994 Software Engineer, Ubitrex Computer Corporation, Winnipeg Manitoba.

From 1990 to 1991 In Court Technology Consultant, Birenbaum Kaufman Steinberg, Toronto Ontario. Canada's first software copyright lawsuit.

From 1988 to 1990 Full time graduate student and research assistant, University of South Carolina, Columbia, South Carolina.

From 1985 to 1988 Honours Degree in Computer Science. University of Western Ontario, London Ontario.

Internships from 1986 to 1988, 16 months total, Myrias Super Computer Corporation, Edmonton, Alberta.

From 1978 to 1988 Part time labour, draftsman and designer, Strybosch Construction Ltd. Strathroy Ontario.

From 1985 to 1991 Volunteer with the Aids Committee of London Ontario. Community Safer Sex Education Outreach with the University of Western Ontario. Gay Information Line, AIDS Information Line volunteer, Homophile Association of London Ontario.

From 1984 to 1985 Team Leader, Dial-A-Maid, London, Ontario.

From 1982 to 1984 Bachelor of Arts, Philosophy and Religious Studies, Kings College, London Ontario.

From 1982 to 1984 Programmer Clef Educational Software, Language Labs, University of Western Ontario, London, Ontario

From 1981 to 1982 Honours High School Diploma, Strathroy District Collegiate High School, Strathroy, Ontario.

From 1977 to 1981 High School Diploma, Regina Mundi, London Ontario.

- 1976 to 1981 Editor School newspaper, Yearbook Editor, Letterman in soccer and track.

- 1978 to 1981 School Parliament Minister of finance. Founder of Computing Club.