

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

14th Meeting of the Strategic Priorities and Policy Committee

April 18, 2023

4:00 PM

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

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

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

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

Members

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

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

Pages

### 1. Disclosures of Pecuniary Interest

### 2. Consent

- |     |   |    |
|-----|---|----|
| 2.1 | Update - Whole of Community System Response Implementation  | 4  |
| 2.2 | Operational and Community Implications of the More Homes Built Faster Act, 2022 (formerly known as Bill 23) | 8  |
| 2.3 | Financial Implications of the More Homes Built Faster Act, 2022 (formerly known as Bill 23)                 | 22 |

### 3. Scheduled Items

### 4. Items for Direction

- |     |  |    |
|-----|--|----|
| 4.1 | 2024-2027 Multi-Year Budget  | 36 |
| 4.2 | Request for a Shareholder's Meeting - London Hydro Inc.                              | 75 |
| 4.3 | Consideration of Appointment to the London Police Services Board (Requires 1 Member) |    |
|     | a. Susan Abdula  | 76 |
|     | b. Omar Al-Atawneh   | 78 |
|     | c. David Alexander   | 81 |
|     | d. Juman Al-Jumaili  | 84 |

e.	Michele Anderson	89
f.	Andrew Angus	95
g.	Scott Blandford	99
h.	Jay Bower	101
i.	Larry Brackenbury	103
j.	Gani Braimoh	107
k.	George Brock	112
l.	Gita Canaran	114
m.	Shiv Chokhani	118
n.	George Compton	122
o.	Stephen D'Amelio	124
p.	Sara De Candido	128
q.	Sarvarinder Dohil	134
r.	Marwan El Nashar	138
s.	Douglas Fleming	140
t.	Marc Fraser	142
u.	Ryan Gauss	148
v.	Harnoor Gill	161
w.	Prabh Gill	163
x.	Harold Scott Ginn	172
y.	Wendy Charlene Goldsmith	174
z.	German A. Gutierrez Sanin	180
aa.	Zeba Hashmi	186
ab.	Muhammad (Hamood) Hassan	190
ac.	Barbara Jovanovic	198
ad.	Pongo Komi	202
ae.	Gurram Lakshmi Sai	206
af.	John Lisowski	208
ag.	Rui Min	210
ah.	Daniel Moran	213

ai.	Syed Najam Naqvi	215
aj.	Elie Ngoy	218
ak.	Odunayo Olalere	220
al.	Kevin Pera	222
am.	Jacqueline Petricca	288
an.	Zebrina Petrie	292
ao.	Marshall Phinney	294
ap.	Avdija Ramic	296
aq.	Dylan Rennie	304
ar.	Antonio Santiago	305
as.	Shaweta Sharma	310
at.	Amanda Smith	311
au.	Brad Stokkermans	320
av.	David Turner	325
aw.	Kiowna Tremblay	327
ax.	Joseph Wabegijig	329
ay.	Tom Whitworth	336
az.	Winston Williams	337
	a. <i>(ADDED) Letters of Support</i>	388
ba.	Becky Williamson	390
bb.	Tatiana Zdyb	394
	bc. <i>(ADDED) V. Van Linden</i>	396
<b>5.</b>	<b>Deferred Matters/Additional Business</b>	
5.1	<i>(ADDED) Request to Update London Hydro Inc. Board of Director Recruitment, Interview and Nomination Process</i>	398
5.2	<i>(ADDED) Request a Governance Working Group Meeting</i>	403
5.3	<i>(ADDED) 4th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee</i>	405
<b>6.</b>	<b>Adjournment</b>	

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Kevin Dickins, Deputy City Manager, Social and Health Development  
**Subject:** Update – Whole of Community System Response Implementation  
**Date:** April 18, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the Update - Whole of Community System Response Implementation Report **Be Received** for information purposes only.

## Executive Summary

At, the Municipal Council meeting held on March 7, 2023, it was decided that the following actions be taken with respect to the Proposed Whole of Community System Response;

- a) that the Health and Homelessness Whole of Community System Response co-developed through the Health and Homelessness Summits Be Endorsed.
- b) that the Civic Administration allocate the remaining funding of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds.
- c) that the Civic Administration proceed with supporting the implementation of the Health and Homelessness Whole of Community System Response; and
- d) that Civic Administration report back monthly to future standing committees on progress updates.

The work to implement the Whole of Community System Response is underway since Council endorsement and direction was provided, with the pulling together of involved parties connected to the System Response and holding key leadership roles in the community to design a draft Whole of Community Implementation Framework. Additionally, advocacy efforts have continued and have amplified the need for targeted funding for this coordinated and multi-sectoral plan.

## Linkage to the Corporate Strategic Plan

### Strengthening Our Community

- Londoners have access to the supports they need to be successful
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- London's neighbourhoods have a strong character and sense of place

### Leading in Public Service

- Increase efficiency and effectiveness of service delivery
- Maintain London's finances in transparent and well-planned manner to provide equity and affordability over the long term

### Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response

that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

## Analysis

### 1.0 Previous Reports Related to this Matter

- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)
- Allocation of Remaining London Community Recovery Network (LCRN) Funding (SPPC: August 30, 2022)

### 2.0 Background Information

The City of London is experiencing a crisis in the collective ability across many sectors to provide timely and appropriate supports for people experiencing the impacts associated with this crisis. Therefore, building on the successful work of the three previous Health and Homelessness Summits, the work shifts to be inherently focused on implementation of the Response. The implementation work has started with the convening of a leadership group to co-design and discuss a Collective Impact implementation model. The first meeting was held on March 27, 2023. Two subsequent meetings are scheduled for the third and fourth weeks of April.

The work of the new system will be to establish a network of 12-15 hubs across the community. The hubs will become one system with no wrong door and multiple locations to meet people where they are, offering a range of common functions in an integrated, multi-agency and interprofessional model, that is population-specific to meet unique demographic and care needs, supported by one central phone number for referral, and designed to ensure timely and direct pathways to housing.

To be effective, a continuum or range of housing options are needed, particularly a greater emphasis on high support housing with 24/7 on-site care available. While 100 units of highly supportive housing is targeted for this year, in total that number expects to grow to 600 highly supportive housing units over the next three years.

The Health and Homelessness Whole of Community System Response will be driven by a set of values and principles that include:

- Respecting individual experience
- Ensuring choice in care
- Promoting dignity
- An anti-oppression and anti-racism framework
- Harm reduction approach
- Trauma and violence informed
- Culturally safe
- Informed by social determinants of health
- Co-designed with providers and those with lived and living experience, and centering those voices
- Shared accountability and engagement
- Communication and transparency
- Continued commitment to prevention and advocacy
- A supportive system of mutual respect and care

The Whole of Community System Response will be supported by five critical foundations needed to ensure successful system operation, including:

*Workforce Development; System Governance; Standards of Care; Shared Systems, Processes, and Supports; Centralized Data and Measurement.*

### **Indigenous Led Response**

To ensure a culturally safe response that is appropriate for Indigenous community members, we will follow the lead of Indigenous colleagues and support an Indigenous-

led system response, which is not designed in a colonial way and respects the deep knowledge and consultation already inherent in the Giwetashkad Strategy, and the intention to honour all relations in defining next steps.

There is a commitment to Indigenous representation in overall system governance and implementation co-design, and a commitment to recognizing that the definition of Indigenous homelessness is separate and distinct from the common colonialist definition of homelessness.

### **2.1 Whole Community System Response Actions:**

Following the Council meeting held on March 7, 2023, a System Governance meeting was held with the goal of developing a Whole of Community Implementation Framework. The System Governance meeting was held with leaders representing several sectors across London. The meeting brought together 55 attendees representing a range of 39 organizations to discuss a potential system implementation framework which included topics and decision points related to:

- Governance Decision Making
- Implementation Tables focused on key elements of the System Response
- Reference Groups
- Involvement of those lived and living experience
- Involvement of front line staff experiences
- Encampments
- Role of Funders
- Use of the backbone support team

From the work carried out in the meeting, a report back to attendees has been provided that reflects the input provided and discussions held related to the proposed framework. Additional details as well as working group sessions are scheduled for the third and fourth week of April to finalize an implementation framework, to identify participation and make commitments to the various implementation tables, and to lay out the process and timeline by which the work will happen to operationalize the Whole of Community System Response. Once a finalized implementation framework is prepared through the community process, it will be shared with members of Council through the monthly update reports.

In addition to conducting a working group session to advance the work of the System Response, the backbone support team is being assembled that will provide assistance and coordination to the formation of the above-mentioned framework including the governance group and all applicable implementation tables.

### **3.0 Financial Impact/Considerations**

#### **Funding Announcements:**

On March 24<sup>th</sup>, 2023, the Province of Ontario announced a number of significant investments that align with the work and vision of the Whole of Community System Response including \$425 Million directed towards Mental Health supports and an additional \$202 Million from the Ministry of Municipal Affairs and Housing under the Homeless Prevention Program (HPP) and Indigenous Supportive Housing Program (ISHP) beginning in 2023-24. These ongoing investments in supportive housing and homelessness prevention services will help vulnerable Ontarians.

#### **Additional Financial Impacts:**

Civic Administration will continue to support the existing service provider network with available resources while the new Whole of Community System Response is activated. Existing providers will continue to receive their base funding to maintain service levels, while also being strongly supported to align services to the new plan.

### **3.1 Advocacy:**

Recently, Municipal Council has endorsed and supported a number of advocacy efforts targeted at the work of the Health and Homelessness efforts of the community. This includes Council support of the resolutions from the Ontario Big City Mayors (OBCM) and the Association of Municipalities of Ontario (AMO) which encourage the Government of Ontario to demonstrate multi-ministry leadership on this critical issue.

As well, strategic advocacy meetings with various Ministers from the Provincial and Federal government have occurred and are scheduled throughout April and beyond.

### **4.0 Next Steps**

The City of London is committed to ensuring the proper supports and resources are in place to launch the Whole of Community System Response. The work to have in place a backbone support team will continue, with the purpose of supporting the system governance and implementation structure to co-design and launch the initial sites and increase highly supportive housing options.

Summit attendees have received an update on the progress to date and information about the March 27<sup>th</sup> system implementation framework meeting and following a report back to the invited attendees from the March 27<sup>th</sup> meeting, the upcoming planning sessions during the third and fourth weeks of April will focus on finalizing a whole of community implementation framework and to create drafts of all applicable Terms of Reference based on the finalized framework components .Progress is being made to activate the System Response and carry out the year one goals.

Throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to the work of the new Health and Homelessness System. This will include the establishment of an internal enterprise-wide group of plan holders to lead this work.

Strategic advocacy efforts continue to be carried out and others are in the planning process. Civic Administration will continue to seek out key advocacy opportunities to highlight the System Response while seeking funding from other levels of government to support the implementation.

**Recommended by:** Kevin Dickins, Deputy City Manager Social Health Development

**Cc:**

**Lynne Livingstone, City Manager**  
**Scott Mathers, Deputy City Manager, Planning and Economic Development**  
**Kelly Scherr, Deputy City Manager, Environment, and Infrastructure**  
**Anna Lisa Barbon, Deputy City Manager, Finance Supports**  
**Barry Card, Deputy City Manager, Legal Services**  
**Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services**

## Strategic Priorities and Policy Committee

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

**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Scott Mathers, Deputy City Manager, Planning and Economic  
Development

**Subject:** Operational and Community Implications of the *More Homes  
Built Faster Act, 2022* (formerly known as Bill 23)

**Date:** April 18, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports and the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to the *More Homes Built Faster Act, 2022*:

- (a) This report, entitled “Operational and Community Implications of the *More Homes, Built Faster Act, 2022* (formerly known as Bill 23)” **BE RECEIVED** for information.

## Executive Summary

On October 25, 2022, the Government of Ontario introduced Bill 23, the *More Homes Built Faster Act, 2022* which proposes changes to the *Development Charges Act, Planning Act, Ontario Heritage Act, Municipal Act, Conservation Authorities Act* and other statutes. The Act received royal assent on November 28, 2022. The Government of Ontario has indicated that the intent of these changes is to support their Housing Supply Action Plan to increase housing supply.

Several significant changes in Bill 23 have impacts on City policies and processes that have financial implications to London taxpayers moving forward. The proposed legislation includes a significant number of legislative and regulatory changes related to planning, infrastructure master plans, recreation, public engagement, built and natural heritage conservation and municipal finance. This report provides an overview of the proposed changes to the various *Acts* and identifies operational and community implications, and resource needs for the City of London resulting from this legislation.

The greatest share of impacts is borne by Planning and Economic Development due to staff resource implications with the changes in legislation:

- Building Services will be experiencing higher permit volumes due to the increased as-of-right development permissions and associated incentives introduced by *More Homes Built Faster Act, 2022*. An increase in permit applications will be challenging to predict as the signaling provided by re-zoning and site plan control applications will no longer be available.
- To meet the additional regulatory demands on planning applications and building permit volumes, Civic Administration anticipate that the present staffing complement will need to be increased through the Multi-Year Budget to avoid an erosion in service delivery standards as a result of the *Act*.
- *More Homes Built Faster Act, 2022* has eliminated the ability to use Development Charges to pay for future growth infrastructure needs assessments. Master plans, Secondary Plans, affordable housing infrastructure and other major growth-based projects will need to be completed using in-house staffing resources or be part of future tax-supported budget requests.

## Analysis

### 1.0 Background Information

The Ontario Legislative Assembly passed Bill 23, the *More Homes Built Faster Act, 2022* (herein referenced as the More Homes Act) on Monday, November 28, 2022. Royal Assent was granted the same day.

The More Homes Act provides a number of positive outcomes and opportunities, including:

- a province-wide prioritization on finding new ways to increase housing opportunities and to potentially provide cost savings to new homebuyers and renters;
- support for increased intensification with as-of-right development permissions;
- encouraging more gentle density in neighbourhoods and the development of smaller-scale apartment buildings;
- increased flexibility for the term length of a DC by-law;
- required incentives targeting non-profit and affordable housing;
- improved transparency in how collected DCs are spent and allocated; and,
- standardization of a number of individual municipal approaches to common planning and financial matters.

As described in this report (and the companion Financial Implications report), several changes as a result of the More Homes Act have immediate impacts on City services and present new financial pressures. It should also be noted that at the time of the submission of this report, several More Homes Act requirements are still unknown as future regulations will be issued by the Province, the content and timing of which have not been communicated to municipal stakeholders.

Civic Administration has been working diligently to confirm details on new More Homes Act requirements, adjustments, and prohibitions, and to clarify the timing of when the City will be impacted by the various legislative changes. Where possible, implementation plans have been prepared and operational actions are being taken for emergent requirements (e.g., updates to permit tracking systems, process modifications, documentation, etc.).

### 2.0 Summary of More Homes Act Changes

The version of Bill 23 that received Royal Assent had limited revisions from its initial tabling, the fulsome description of proposed changes is contained in the [November 22 staff report to Strategic Priorities and Policy Committee](#).

Key impacts to multiple areas are listed for reference:

- Development Charges,
- Planning Applications,
- Affordable Housing,
- Parks,
- Built Heritage, and
- Additional Residential Units (ARU).

### 3.0 *More Homes, Built Faster Act, 2022* Impacts

The More Homes Act and its amendments to numerous Provincial statutes has broad near- and long-term impacts for the City of London and the services that are provided to residents and businesses.

Every City Service Area is touched by the More Homes Act through service delivery changes or funding implications for growth infrastructure. However, it is likely that additional impacts will emerge as Civic Administration is regularly learning that the More

Homes Act has consequences to service delivery not readily apparent when considering the changes at face-value. As the nuances to the More Homes Act continue to be known, Civic Administration will communicate these impacts to Council in future reports.

A summary of More Homes Act operational and community impacts is provided in the following appendices:

- Appendix A: Near-Term More Homes Act Operational and Community Impacts
- Appendix B: Mid-Term More Homes Act Operational and Community Impacts

***Operational Impacts:***

The More Homes Act changes have impacted services provided by Planning and Development, Parks and Forestry, Municipal Housing Development, and Capital Assets and Projects. These areas all have regulatory and financial influence on housing development and thus have experienced substantial legislative amendments aimed at increasing housing supply and housing affordability.

***Community Impacts:***

Given the magnitude of the legislative changes to municipalities and the rate of change, there is an urgent need to enhance the level of communication outreach and public engagement on implications of the More Homes Act to London's taxpayers.

A starting point will be to engage Londoners about two important City documents that serve as a solid foundation in anticipation of 47,000 new homes for London. The identified documents are The London Plan and the new Zoning By-law (a product of ReThink Zoning). The communication program will need to assure Londoners that The London Plan identifies key directions and strategies that give focus and a clear path that will lead to the transformation of London, collectively envisioned for 2035. The key directions and strategies serve as a foundation to the policies of the plan and will guide planning and development over the next 20 years.

Further, there are multiple projects and initiatives that support the City's response to the More Homes Act include the development of a Housing Supply Action Plan. An enhanced communication strategy will serve to help Londoners better understand these initiatives/programs and how they are all linked to the Housing Supply Action Plan. The flow chart, below, is an illustration of the many components that will serve to inform the Housing Supply Action Plan for 47,000 new homes by 2031.

**More Homes,  
Built Faster  
Act, 2022**

**Housing  
Supply Action  
Plan - 47,000  
units by 2031**

**Growth Management Implementation Strategy  
(GMIS)(April to July 2023)**

**Official Plan Comprehensive Review  
(March 2023 to June 2024)**

**ReThink Zoning  
(May 2023 to June 2024)**

**Roadmap 3000 Affordable Housing Units  
(Q2 2023)**

**Community Improvement Plan 5-year  
Update (Q2 2023)**

**Core Area Vacancy Review  
(Q2 2023)**

**Newcomer Strategy  
(Q4 2023)**

**Master Servicing Study  
(December 2023)**

**Action Plan  
December 2023**

**2031**

## 4.0 Next Steps

Over the coming months, a number of actions, analysis, and reports will be completed in response to the passage of Bill 23.

### More Homes, Built Faster Act, 2022 Webpage:

Civic Administration has published a dedicated webpage to provide publicly available plain language information about the More Homes Act and its impacts on Londoners. The webpage is available through the URL [london.ca/morehomes](https://london.ca/morehomes).

With the introduction of the More Homes Act, it is more apparent that an enhanced communication and community outreach program is needed to respond to anticipated levels of public inquiries and media requests.

### Continued Advocacy Efforts:

Although Bill 23 has received Royal Assent, Ontario municipalities have continued requests for greater dialogue on alternatives to Bill 23 changes to bring greater housing supply on to the market, the need for substitute funding from the Province per the commitment to “keep municipalities whole”, potential revisions to the legislation (e.g., revising the DC rate phase-in to only the incremental increase in rates and restricted to residential development), opportunities to inform provisions that await proclamation and/or regulations, and municipal perspectives on improvements to development review processes.

The Mayor, members of Council and senior leaders within Civic Administration continue to coordinate advocacy efforts with municipal organizations such as the Ontario Big City Mayors, the Association of Municipalities of Ontario, the Mayors and Regional Chairs of Ontario, the Municipal Finance Officers’ Association, the Regional Planning Commissioners of Ontario, the Ontario Regional and Single Tier Treasurers, and the Regional Public Works Commissioners of Ontario. The City of London submitted specific requests through the 2023 Pre-Budget Submission to the Government of Ontario.

Civic Administration will continue to provide Council with updates on advocacy efforts through future reporting on *More Homes, Built Faster Act, 2022*.

### Outstanding Bill 23 Changes:

One of the challenges associated with Bill 23 implementation is the number of outstanding items that have yet to be proclaimed or described in regulation. The Province has not communicated a timeline associated with these effective dates, nor has there been confirmation on whether there will be further public dialogue provided on the outstanding matters. The following provides a consolidated list of the items that are awaiting proclamation and/or regulations being tracked by Civic Administration:

- DC exemptions – definition of for-profit affordable, rental and attainable housing;
- additional criteria for Part IV and Part V designations under the *Ontario Heritage Act*;
- changes to powers of the Ontario Land Tribunal;
- exemption of development in prescribed municipalities from Conservation Authority approvals;
- removal of Conservation Authority ability to consider the “conservation of land” or “pollution” with their review of development applications;
- parkland dedication and cash-in-lieu discounts for affordable and attainable housing;
- ability of developers to propose land to meet parkland dedication requirements;
- ability of municipalities to enter into agreements with landowners for publicly accessible private parks to meet parkland dedication requirements;

- appeals process related to disagreements on land associated with parkland conveyance; and,
- the new process for Minister’s Orders.

**Implementation Requirements:**

Since the passage of Bill 23 in November 2022, Civic Administration has been active to address implementation requirements associated with legislative and regulatory changes. A narrow window of time was provided between the public release of proposed Bill 23 amendments and the legislation receiving Royal Assent. Ontario municipalities and their professional associations have been forced to prioritize reforms in order to minimize impacts on service delivery.

Provided below is a list of implementation efforts being undertaken by Civic Administration, some of which will generate update and/or action reports for consideration by Council:

<b>2023 Reports/Initiatives</b>
<p>Q1 2023 – Complete</p> <ul style="list-style-type: none"> <li>- Identification of implications and establish priorities -</li> <li>- Enhanced tracking of DC exemptions</li> <li>- Modifications to automated collection of DCs</li> </ul>
<p>Q2 2023</p> <ul style="list-style-type: none"> <li>- Process modifications related to buildings with &lt; 10 units</li> <li>- Bill 23 Reports – Operational/Community Impacts, and Financial Impacts</li> </ul>
<p>Q3 2023</p> <ul style="list-style-type: none"> <li>- Tabling the funding approach for DC exemptions</li> <li>- Process review of properties on the Cultural Heritage Register for individual designation</li> </ul>
<p>Q4 2023</p> <ul style="list-style-type: none"> <li>- Amendments to the Tree Protection By-law</li> <li>- Tabling the Bill 23 impacts and amendments to The London Plan</li> <li>- Identification of legislative and policy changes pertaining to natural heritage and compensatory offsets</li> </ul>

<b>2024 – 2028 Reports/Initiatives</b>
<p>Q1 2024</p> <ul style="list-style-type: none"> <li>- Bill 23 financial impacts considered through the Multi-Year Budget process</li> <li>- Amendments to the Site Plan Control By-law</li> </ul>
<p>Q2 2024</p> <ul style="list-style-type: none"> <li>- Annual Treasurer’s Report (including information on DC reserve fund spending and allocations)</li> <li>- Tabling of City’s new comprehensive zoning by-law (replacing Z-1)</li> </ul>
<p>Q4 2024</p> <ul style="list-style-type: none"> <li>- Amendments to the Parkland Conveyance and Dedication By-law</li> </ul>
<p>Q2 2027</p> <ul style="list-style-type: none"> <li>- Tabling of the draft DC Background Study and By-law</li> </ul>
<p>Q1 2028</p> <ul style="list-style-type: none"> <li>- Commencement of DC rate phase-in and loss of DC funding for land and studies</li> </ul>

## **Multi-year Budget Impacts**

As a result, the significant legislative changes there is both an immediate and long-term impact on the staff resourcing required to support the implementation of the various Bill 23 changes. A business case that considers these impacts will be developed and submitted for Council's consideration as part of the multi-year budget process.

## **5.0 Conclusion**

The legislative changes of the More Homes Act will place considerable pressure on the City's upcoming Multi-Year Budget (MYB) process. As a result of the More Homes Act, Civic Administration must consider the reallocation of costs presently funded through Development Charges and other developer/builder contributions. Further, there will be a significant number of funding requests anticipated to be submitted through the MYB in order to meet existing service levels or to improve/enhance service based on community and technical needs, and an enhanced communication outreach. The More Homes Act was introduced at a time when the City is preparing its Asset Management Plan Update to meet Provincial requirements and to assess funding requirements to meet proposed levels of service, mitigate risks of asset failure and to address concerns related to asset condition/performance. It is expected that the anticipated additional costs to taxpayers and water/sewer ratepayers will present challenging decisions for Council for implementing the New Homes Act and delivering on the housing target as it contemplates priorities and trade-offs between funding growth, delivering on community facilities and services, asset renewal and service improvement needs with affordability concerns.

The Financial Implications report, a companion to this report, provides a detailed assessment of the financial implications of the More Homes Act for delivery of services to Londoners and, ultimately, on London taxpayers.

**Submitted by: Paul Yeoman, RPP, PLE  
Director, Capital Assets and Projects**

**Submitted by: Heather McNeely, MCIP, RPP  
Director, Planning and Development**

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

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

Appendix A: Near-Term More Homes Act Operational and Community Impacts

Appendix B: Mid-Term More Homes Act Operational and Community Impacts

## Appendix A: Near-Term More Homes Act Operational and Community Impacts

### A- 1 – Site Plan Control

Impact	<p>Elimination of Site Plan Control for buildings with less than 10 units will place an increased demand on the time required to review building permits.</p> <p>There is an increased potential that impacts to adjacent properties will occur and there may be limited abilities for the City to address issues that arise (i.e., the development externalities will become a private matter between two landowners).</p>
Service Affected	<p>Planning Building Wastewater Stormwater Water Transportation</p>
Recommended Action	<p>Recommended to applicants that site work be undertaken and stamped by a licenced Professional Engineer to ensure .</p> <p>Provide resources for external parties to access drawings and design specification best practices to guide their design work.</p>

### A- 2 – As-of-Right Zoning

Impact	<p>Anticipate higher permit volumes due to the increased as-of-right development permissions and associated incentives introduced by the More Homes Act.</p> <p>Unknown factor is the uptake by developers and property owners that could drive demand for capital expansion in existing areas to support services such as Fire, Transit, Community Centres, recreation and sport infrastructure, parks, etc.</p>
Service Affected	<p>Building Water Wastewater Fire Neighbourhood and Community-wide Parks Recreation</p>
Recommended Action	<p>To meet the additional regulatory demands and building permit volumes, Civic Administration anticipates that the present staffing complement may need to be increased through the Multi-Year Budget to avoid an erosion in service delivery standards as a result of the More Homes Act. Given the specialized and technical knowledge associated with the review of building permits, there are very limited abilities to re-allocate staff to meet these new demands.</p> <p>Continue to monitor update in permits as part of review of infrastructure master plans.</p>

### A- 3 – Affordable Housing

Impact	<p>The suite of DC exemptions provided by the More Homes Act are principally aimed at reducing development costs for non-profit and affordable housing development.</p> <p>Prohibition of DC collection for Housing Services means that Council will be unable to consider inclusion of affordable housing in the DC Study, as was under review at the time of Bill 23 approval.</p>
Service Affected	Housing
Recommended Action	Explore opportunities for core infrastructure funding sources for programs and initiatives and examine this matter further through the preparations for the next Multi-Year Budget.

### A- 4 – Additional Residential Units (ARU)

Impact	Residential units to be constructed without planning approvals, which can be challenging for engineered services to predict and respond to the servicing needs associated with buildings with 10 or fewer units, or the expansion in the number of secondary dwelling units for ground-oriented buildings.
Service Affected	Planning Building Housing Wastewater Stormwater Water Transportation
Recommended Action	Continue to examine ways to monitor servicing impacts associated with the new permissions as well as opportunities to continue to be proactive in managing infrastructure capacity to mitigate the need to reactively respond if problems are encountered.

### A- 5 – New Home Construction

Impact	Expected increase in construction of higher density wood framed buildings. Although this may assist with housing affordability through lower construction costs, high density wood framed buildings do require enhanced structural review and more involved building inspections.
Service Affected	Building
Recommended Action	High density wood framed buildings require enhanced structural review and more involved building inspections. Monitor whether additional staffing resources may be required.

### A- 6 – Built Heritage

Impact	<p>Amendments to the <i>Ontario Heritage Act</i> will increase the requirements that need to be satisfied for a site to be individually designated under Part IV and for heritage conservation districts to be established under Part V.</p> <p>A number of new requirements for listed properties have been introduced with the More Homes Act that have implications for the City's Register.</p> <p>It is likely that the More Homes Act restrictions will result in a greater number of heritage building demolitions with successor buildings providing minor heritage recognitions in the form of façade retention, interpretive plaques and the display of artifacts.</p>
Service Affected	<p>Planning Building Culture</p>
Recommended Action	<p>City staff to complete detailed analyses of cultural heritage sites to ascertain those that merit designation under Part IV and complete the evaluation of criteria for designation of properties within the two-year period to avoid the properties being delisted by default.</p>

### A- 7 – Urban Design

Impact	<p>Exterior building and public realm design considerations for new development has been explicitly targeted by the More Homes Act changes to the <i>Planning Act</i>.</p> <p>The City will no longer be able to fully implement requirements for the exterior design of buildings or the appearance of development through Site Plan Control.</p>
Service Affected	<p>Planning Parks Transportation Culture Economic Development</p>
Recommended Action	<p>Examine in greater detail with the in-progress review of the Zoning By-law and Site Plan Control By-law.</p>

**A- 8 – Parkland**

Impact	<p>New restrictions and prohibitions will result in significant changes to service levels, the quality of amenities, funding available for acquisitions and construction, and the need to assume additional responsibility to advance directions contained in The London Plan.</p> <p>The proposed land for parkland does not need to be in locations desired by the City and can be encumbered (e.g., utility corridors and easements) or privately-owned parks that are freely available to the public.</p> <p>The City may experience significant budget pressures, reduced park sizes and parks provided in non-optimal locations or with site conditions that would preclude the construction of some recreation and sport facilities. This could ultimately reduce the availability of outdoor sport and recreation spaces, when demand for increased quantity, access and diversity of uses in these spaces is growing.</p>
Service Affected	<p>Parks Forestry Planning</p>
Recommended Action	<p>Continue to monitor. These new considerations for developer proposed parkland have yet to be proclaimed at the time of the submission of this report.</p>

**A- 9 – Tree Protection**

Impact	<p>New regulatory restrictions remove existing controls in place to protect trees to be retained on development lands.</p> <p>The Site Plan exemption for sites with 10 or fewer units will mean that developers of these sites will need to apply for tree permits separate from their building permit applications.</p>
Service Affected	<p>Forestry Planning</p>
Recommended Action	<p>Communication and public awareness campaigns will be required to ensure that the public and developers are aware of the requirement to obtain permission to remove trees related to development applications, where there previously may have been a deferral to the site plan process. A review of the Tree Protection By-law has been prioritized.</p>

**A- 10 – Public Realm**

Impact	<p>As a result of the More Homes Act restrictions, City parks, streets and public spaces may need to increase standards and amenities presently provided to achieve policy objectives.</p>
Service Affected	<p>Planning Parks Transportation Culture Economic Development</p>
Recommended Action	<p>Explore opportunities for core infrastructure funding sources for programs and initiatives and examine this matter further through the preparations for the next Multi-Year Budget.</p>

**A- 11 – Facilities**

Impact	<p>City-wide stations and facilities will experience impacts associated with the More Homes Act that involve changes to the DC Act.</p> <p>Although no changes have been made for vehicles and equipment, land for fire stations will potentially no longer be an eligible cost with the commencement of a new DC By-law.</p>
Service Affected	<p>Fire Facilities Recreation Libraries</p>
Recommended Action	<p>Explore opportunities for core infrastructure funding sources for programs and initiatives and examine this matter further through the preparations for the next Multi-Year Budget.</p>

**A- 12 – Legal Services**

Impact	<p>The introduction of significant legislative changes does pose some increased risk of litigation on the basis of interpretations.</p> <p>Removal of a public participation meeting for subdivision draft plan approval will have a minor workload reduction for the City Clerk's office.</p>
Service Affected	<p>Legal Clerks</p>
Recommended Action	<p>City solicitors have been actively involved in providing interpretations and confirmations of the More Homes Act changes to associated legislation. Continue to monitor staff resource needs.</p>

## Appendix B: Mid-Term More Homes Act Operational and Community Impacts

### B- 1 – Social and Health Development

Impact	If DC recovery for Housing Services was approved by Council, it was anticipated that there would be a decreased demand for Homelessness Prevention services.
Service Affected	Neighbourhood and Community-wide Housing
Recommended Action	Examine this matter further through the preparations for the next Multi-Year Budget.

### B- 2 – Legal Services

Impact	<p>Appeals of decisions for minor variances and consents may now only be made by the landowner/developer or the municipality – third party appeal rights for members of the public and organizations have been removed.</p> <p>There are additional grounds for dismissal of appeals to the Ontario Land Tribunal (OLT) Act, including if the appellant contributes to undue delay of the proceeding, and failure to comply with a Tribunal Order.</p>
Service Affected	Legal Clerks Planning
Recommended Action	The amendments to the Ontario Land Tribunal Act have not been proclaimed and their in-force date is unknown.

### B- 3 – Land Use Planning

Impact	<p>Numerous revisions to the <i>Planning Act</i> and the <i>Ontario Heritage Act</i> that will impact the advancement of key policies of The London Plan.</p> <p>The changes have lessened municipal regulatory oversight for development matters in order to reduce development costs and to bring housing to the market faster.</p> <p>For Ministers Zoning Order (MZO), the More Homes Act eliminated pre-Order consultation with the applicable municipality and the ability of the municipality or individuals to request the Minister request the Tribunal to hold a hearing on the proposed amendment.</p>
Service Affected	Planning
Recommended Action	<p>Examine in greater detail with the in-progress review of the OP Comprehensive Review and as part of the Multi-Year Budget.</p> <p>Continue to monitor the implementation of MZO's.</p>

**B- 4 – Site Plan Control**

Impact	Tied to the More Homes Act objectives of increasing housing supply by reducing qualifying natural features and systems and increasing the ability to provide financial offsets for the removal of wetlands, woodlands and other forms of wildlife habitat to enable more land to be developed for residential uses. These changes have significant implications in London.
Service Affected	Planning
Recommended Action	Examine in greater detail with the in-progress review of the Site Plan Control By-law.

**B- 5 – Natural Environment**

Impact	Tied to the More Homes Act objectives of increasing housing supply by reducing qualifying natural features and systems and increasing the ability to provide financial offsets for the removal of wetlands, woodlands and other forms of wildlife habitat to enable more land to be developed for residential uses. These changes have significant implications in London.
Service Affected	Planning Forestry
Recommended Action	Examine in greater detail with a separate future staff report to the Planning and Environment Committee.

**B- 6 – Conservation Authorities**

Impact	<p>The ability to appeal planning application decisions has been removed from Conservation Authorities (CA's), with the exception of issues related to natural hazard policies, and CA's will no longer be able to be a participant to an appeal initiated by another party for official plan amendments, zoning by-law amendments, or subdivision approvals.</p> <p>Limited review by CA's on core mandate of flood mitigation and hazard lands management.</p> <p>The More Homes Act (and its associated regulations) has also placed limits on increases to fees charged by CA's.</p> <p>Amalgamated all previous stand-alone CA regulations into a single regulation to be applied across the province.</p> <p>The permitting framework contained in Section 28 has also been modified to exempt development that has been subject to a previous <i>Planning Act</i> approval.</p>
Service Affected	Planning Legal Finance Environmental Programs Parks
Recommended Action	<p>Continue to examine this matter further as the details and nuances associated with the changes to CA's becomes more known over the course of the year.</p> <p>City staff will assess whether the More Homes Act will produce gaps in service between what is provided by the City and the reduced scope of the CAs. If deficiencies are identified, these will be reported to Council and may result in future budget funding requests.</p>

## Strategic Priorities and Policy Committee

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

**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Scott Mathers, Deputy City Manager, Planning and Economic  
Development

**Subject:** Financial Implications of the *More Homes Built Faster Act, 2022* (formerly known as Bill 23)

**Date:** April 18, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports and the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to the *More Homes Built Faster Act, 2022*:

- (a) This report, entitled “Financial Implications of the *More Homes, Built Faster Act, 2022* (formerly known as Bill 23)” **BE RECEIVED** for information;
- (c) Civic Administration **BE DIRECTED** to monitor Development Charges exemptions and discounts arising from the More Homes Act and identify interim funding sources to address 2023 costs as required;
- (d) Civic Administration **BE DIRECTED** to incorporate direct and indirect costs associated with the More Homes Act in the 2024 – 2027 Multi-Year Budget;
- (d) the deferred completion of the 2025 Development Charges Background Study **BE ENDORSED**, with a revised planned effective date of January 1, 2028 for the Development Charges By-law; and,
- (e) Civic Administration **BE DIRECTED** to update cost estimates for Development Charges-funded growth projects to be incorporated into the 2024 – 2027 Multi-Year Budget.

**IT BEING NOTED THAT** Civic Administration will continue to assess the health of the Development Charges reserve funds through annual monitoring, with any concerns being addressed through the Growth Management Implementation Strategy (GMIS) Update (completed during the first half of each year) and/or an earlier update of the Development Charges By-law.

## Executive Summary

On October 25, 2022, the Government of Ontario introduced Bill 23, the *More Homes Built Faster Act, 2022* which proposes changes to the *Development Charges Act, Planning Act, Ontario Heritage Act, Municipal Act, Conservation Authorities Act* and other statutes. The Government of Ontario has indicated that the intent of these changes is to support their Housing Supply Action Plan to increase housing supply.

The proposed legislation includes a significant number of legislative and regulatory changes related to planning, infrastructure master plans, recreation, public engagement, built and natural heritage conservation and municipal finance. This report provides an overview of the proposed changes to the various Acts and identifies operational and financial implications, and resource needs for the City of London resulting from this legislation.

The City of London is fortunate that it has a degree of flexibility in determining when the bulk of the financial implications of the *Act* will be experienced. It is anticipated that the *Act* will present significant financial challenges for the City of London beyond 2023.

Civic Administration estimates that the overall impact to the City on growth costs previously funded by Development Charges is at least \$97 million over a 5 year period.

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

Changes to the Development Charges Act will have substantive impacts on future DC studies led by Capital Assets and Projects. A number of guidelines, interpretations and methodologies need to be developed to ensure City compliance with the *Act*. Review will continue in the months to come as additional Provincial direction is anticipated to be provided.

Civic Administration is recommending that Council endorses a deferral of the 2025 Development Charges Background Study and By-law that is presently underway. Although Civic Administration has been eager to complete the Study on the current timeline in order to update DC rates to incorporate revised growth projections, to provide a funding source for new infrastructure needs and to reflect increased project costs due to inflationary pressures, the financial impacts discussed above weigh heavily against a by-law effective date of January 1, 2025.

## Analysis

### 1.0 Background Information

The *More Homes Built Faster Act, 2022* (herein referenced as the More Homes Act) resulted in a number of significant changes to the *Development Charges Act* (here in referenced as the DC Act) that effect a municipality’s ability to fund growth infrastructure costs from new development. The amendments to the DC Act have been made to reduce municipal costs levied on new housing units in order to improve housing affordability and to incent increased construction.

Most City asset-based services are anticipated to be impacted by the More Homes Act as the financial implications described below will present future challenges in delivering growth infrastructure if new funding sources are not made available.

Following the passage of the More Homes Act, the Provincial government has committed to addressing funding shortfalls associated with legislative changes. In written correspondence, the Minister of Municipal Affairs and Housing has stated, “We are committed to ensuring municipalities are kept whole for any impact to their ability to fund housing enabling infrastructure because of Bill 23.” Details related to this commitment are unknown at the time of the submission of this report. Civic Administration welcomes the commitment from the Province of Ontario to ensure municipalities are made whole from the changes included in the *More Homes Built Faster Act*. It is thus critical that Provincial funding be provided to offset growth costs that are ineligible for DC collection.

### 2.0 Financial Implications

It is anticipated that the More Homes Act will present significant financial challenges for the City of London beyond 2023. As previously reported, Civic Administration estimates that the overall impact to the City for growth costs previously funded by Development Charges is at least \$97 million over a 5 year period. The \$97 million preliminary cost estimate was based on what each of the changes (that can be quantified) could cost the

municipality in the future. It does not represent a projection of near-term budget impacts as the principal cost drivers (i.e., the DC rate phase-in and ineligibility of land and studies) will not be effective until the adoption of a new DC By-law. Additionally, it is difficult to provide projected cost estimates as updated growth infrastructure needs and associated costs are required through master planning studies to calculate DC rates that will be effective with a new by-law. This is particularly significant for estimating the revenue loss and substitute funding needs arising from the rate phase-in.

A summary of More Homes Act financial impacts is provided in the following appendices:

- Appendix A1: Near-Term More Homes Act Financial Impacts – Operating
- Appendix A2: Near-Term More Homes Act Financial Impacts – Capital
- Appendix B1: Mid-Term More Homes Act Financial Impacts – Operating
- Appendix B2: Mid-Term More Homes Act Financial Impacts – Capital

### DC Exemptions and Discounts

The More Homes Act introduced a number of new mandatory DC exemptions and discounts for qualifying non-profit developments, affordable housing, secondary units, and multiple bedroom apartments. These incentives are intended to stimulate the market and encourage cost-effective and family-oriented housing to address supply needs in our community. Importantly, these incentives are provided to the development proponent and there are no control measures afforded to municipalities to ensure that the cost savings are passed on to tenants, resulting in reduced market rents.

Past experience is not expected to be reflective of the future construction of affordable housing units and additional dwelling units and it is challenging to establish an estimated cost associated with the new DC exemptions. Further, the City does not have a reliable means to estimate the bedroom split for projected apartment units to derive revenue losses associated with DC rate discounts. At this time, Civic Administration estimates the 5 year funding need associated with known DC exemptions and rate discounts could range from \$25 - \$100 million depending on uptake. This figure reflects additional information to what was provided with the preliminary Bill 23 impacts in the November 2022 staff report.

Significantly, the Province has yet to release details about residential development that will qualify for DC exemptions under the More Homes Act provisions for for-profit rental housing and attainable housing. Depending on the eligibility criteria, the above funding needs range is likely to be expanded.

Unlike discretionary incentives approved by Council, the City does not have the ability to modify or wind-up the exemptions should experience indicate that they are not having the desired effect, should the exemptions accomplish their intended goal, or Council desires to re-allocate funding to other community priorities. The housing exemptions are articulated in the *Development Charges Act* and only the Ontario Legislative Assembly can make modifications to these statutory requirements.

Civic Administration is monitoring DC exemptions and discounts that are provided to qualifying buildings to ascertain the impact to the DC reserve funds. A separate report will be provided to Council in the coming months to recommend the preferred approach to addressing revenue shortfalls associated with mandatory DC exemptions. The Council endorsed approach and refined cost estimates will inform the upcoming Multi-Year Budget.

### Limitations Triggered with a New DC By-law

Civic Administration has estimated that the cost of a DC rate phase-in for residential and non-residential development could amount to \$38 - \$40 million over a 5 year period. Between \$27 - \$29 million of the total is required for a phase-in of rates for residential

development alone. The DC rate phase-in is anticipated to comprise more than 40% of the future financial impacts associated with the More Homes Act.

The above figures are conservative ranges that are based on present DC rates extrapolated into the future. Civic Administration is unable to estimate residential and non-residential DC rates that will be in place with a future by-law update as the requisite infrastructure master plans have only just commenced. However, Civic Administration predicts that DC rates will be higher in future years, pushing the phase-in revenue shortfalls and funding requirement beyond the \$40 million top-end range. As work continues to progress on DC master plans and draft DC rate calculations are prepared, a true projection of DC rate phase-in impacts will be known and communicated to Council.

Approximately \$4 - \$7 million over a 5 year period of presently DC eligible study costs would require additional funding sources with the adoption of a new DC by-law. This amount is higher than previously reported with preliminary estimates. Growth studies would continue to be required in order to ensure effective growth management and to provide sufficient rigor to the identification of growth infrastructure needs and sources of funding. This estimate assumes that ineligible study costs are associated with all activities prior to an Environmental Assessment and/or detailed design of infrastructure.

As the Province has not yet released regulations to determine land costs that will be eligible and ineligible for DC funding, it is difficult to provide an estimate of the impacts of the More Homes Act limitation and to determine the amount of a likely funding gap. Depending on the services excluded through future regulations, the range of estimated 5 year funding needs is large – from \$5 - \$60 million. Since the *Development Charges Act* amendments enabled regulations to be issued to prescribe services with eligible land costs versus a full prohibition as is the case with studies, it is likely that land for transportation needs will not be excluded. As the top end of the range is inclusive of land for transportation needs, the expected impact should be closer to \$5 - \$20 million. Civic Administration will not be able to tighten estimates until the regulations are issued at an unknown future date.

### Affordable Housing

The Council-approved action plan for the construction of 3000 new affordable housing units is focused on the existing housing crisis facing Londoners in need. Approximately \$3.6 million in annual operating budget (subject to approval of the 2024-2027 Multi-Year Budget) and \$15.6 million in annual capital budget contributions are being made to support the programs identified in the “Roadmap to 3000 affordable units”. In addition to these efforts, it is recognized that continued population growth will increase the need for affordable housing units throughout the city.

Civic Administration had commenced a growth infrastructure needs assessment for housing as part of the 2025 DC Study; however, at the time of the More Homes Act exclusion of Housing Services from DC recovery, the study was only in its early stages. Without the outcomes of the growth study being known, it is difficult to establish a detailed estimate for the amount of growth costs that will need to be funded from non-DC sources. Civic Administration has examined the capital costs and calculated DC rates of Ontario municipalities that had housing needs identified in their DC studies. By applying the median DC rate to the City’s growth projections, a proxy estimate of \$15 - \$20 million over 5 years is a potential More Homes Act cost impact for affordable housing.

### Administrative and Staffing Needs

Although direct impacts from the changes arising from the More Homes Act will be mainly associated with the capital budget, base operating budgets for several Service Areas may need to be increased to fund new staff, or hiring priorities will need to be adjusted as position vacancies emerge. Service Areas across the corporation will have additional workload pressures to support the additional residential development and

related needs. It should be noted that needs and hiring will be staged, such that the impact will be required over a period of time. Staffing needs and associated costs are currently being reviewed and will be determined over the next few months to inform the inclusion of a Business Case as part of the upcoming Multi-Year Budget process.

### Financial Impacts – General

The City is fortunate that it has a degree of flexibility in determining when the bulk of the financial implications of the More Homes Act will be experienced. Many Ontario municipalities, including a large number in the Greater Golden Horseshoe, are faced with extreme financial pressures in 2023 or 2024. These municipalities are challenged by the More Homes Act's retroactive provisions that apply to DC By-laws approved since January 1, 2022 or their DC by-laws contain near-term firm lapse dates that trigger the need to update and experience the full financial impacts of the legislative changes.

### **3.0 Deferral of the 2025 Development Charges By-law**

The More Homes Act has changed the number of years that a DC By-law can be in force before a new DC Background Study and By-law needs to be approved. Previously, the *Development Charges Act* had a by-law "sunset date" of 5 years from adoption. Now, DC By-laws have been extended out to a maximum of 10 years. This new provision does provide municipalities with greater flexibility in determining the timing of DC Background Study updates.

Civic Administration is recommending that Council endorses a deferral of the 2025 Development Charges Background Study and By-law that is presently underway. Although Civic Administration has been eager to complete the Study on the current timeline in order to update DC rates to incorporate revised growth projections, to provide a funding source for new infrastructure needs and to reflect increased project costs due to inflationary pressures, the More Homes Act financial impacts discussed above weigh heavily against a by-law effective date of January 1, 2025.

Equally important, a deferral of the DC Study provides an opportunity to improve the quality and quantity of projects identified for recovery. In the coming years, a number of significant growth studies will be completed:

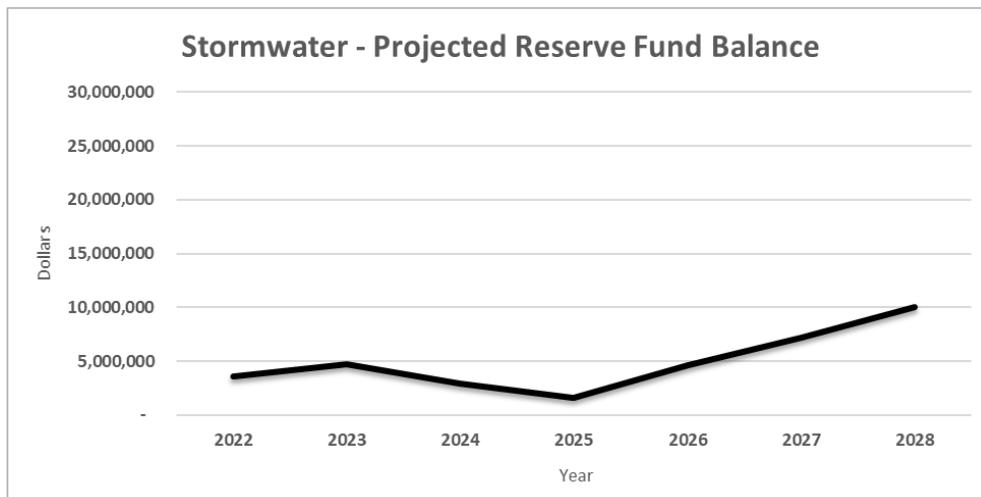
- the Dingman Stormwater Management Environmental Assessment will be finalized by the end of 2023;
- the Mobility Master Plan is anticipated to be completed in 2024;
- the Comprehensive Review and land needs assessment will determine if additional development lands are required by year-end 2024;
- the Parks and Recreation Master Plan is anticipated to be updated in 2024; and,
- the second phase of the Fire Master Plan identifying future facility, vehicle and equipment requirements to service growth will be finalized in 2025.

The outcomes of these reviews will result in changes to infrastructure needs and capital budget updates. Should the timing of the 2025 DC Study be maintained, estimates of the required infrastructure (including placeholders and contingencies) would be required that challenge both the fulsome recovery of growth costs and the reliability of the long-term servicing solutions identified in the capital forecast.

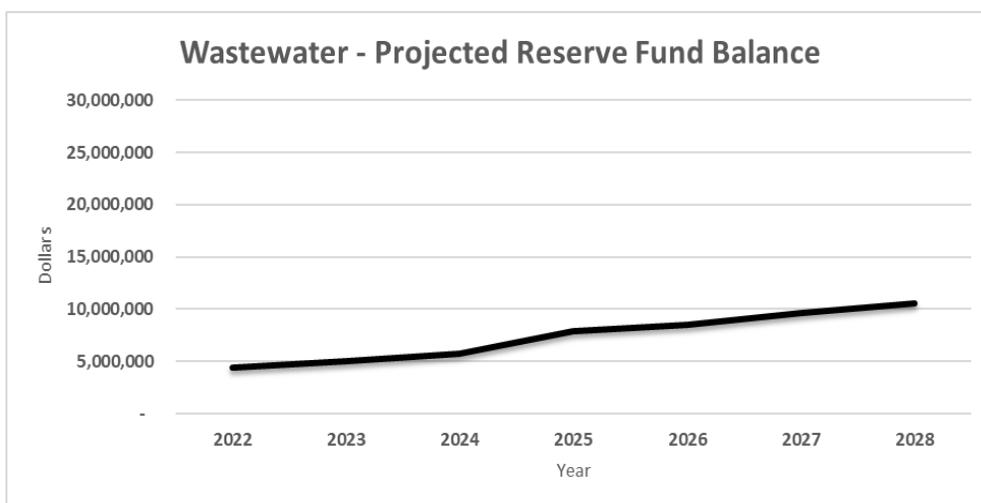
The greatest risk associated with a deferral of the DC Study is the ability of the DC reserve funds to have sufficient funding available to pay for projects identified for completion prior to the in-force date of the new DC By-law. Recognizing that many project cost estimates presently contained in the capital forecast are understated due to inflation, Civic Administration has completed scenario modelling of differing revenues and expenditures (sensitivity analyses) of the three DC reserve funds that have the greatest potential to experience difficulties: Stormwater, Wastewater, and Roads. The graphs below in Figures 1 - 3 present a future scenario of forecasted reserve fund balances based on conservative assumptions of indexed DC rates and additional costs

to projects identified in the capital forecast to account for increases associated with inflation.

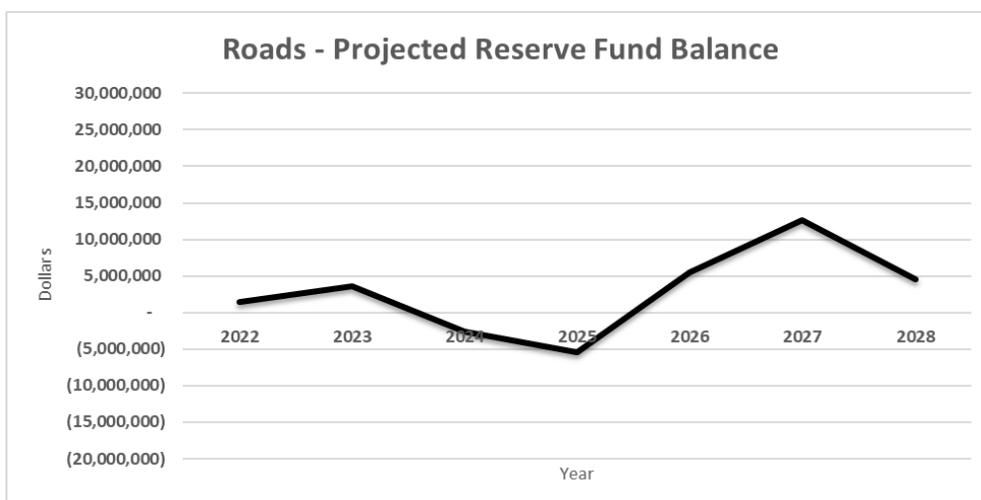
**Figure 1: DC Stormwater Management Reserve Fund Sensitivity Analysis**



**Figure 2: DC Wastewater Reserve Fund Sensitivity Analysis**



**Figure 3: DC Roads Reserve Fund Sensitivity Analysis**



The sensitivity analysis has the following observations related to factors that could raise or lower the annual reserve fund balances.

- Upward pressures (lines on graphs go up):
  - the updated growth projections anticipate more residential and non-residential construction than presently factored into financial projections, resulting in increased DC revenues should the growth materialize;
  - DC rates are indexed at higher percentages than assumed;

- a larger amount of development is anticipated to be constructed within the built area that already has serviced lands, mitigating the need for near-term investments beyond the present capital plan;
  - there is the potential for an inflationary readjustment market correction, reducing the degree of project cost increases being assumed; and,
  - debt servicing costs may decrease as interest rates stabilize.
- Downward pressures (lines on graphs go down):
    - actual building permits and associated revenue is less than forecasted;
    - DC rates experience negative index values, lowering revenue levels below those assumed;
    - capital projects and programs for 2024 and beyond are not appropriately adjusted to reflect inflationary pressures and more reserve fund cash/debt is required;
    - inflation also impacts approved projects in the life-to-date budget, requiring additional funding than presently contemplated; and,
    - debt servicing costs escalate beyond current assumptions.

Based on the sensitivity analysis, Civic Administration has a sufficient level of comfort that the likely future funding needs scenario will not place the health of the DC reserve funds in jeopardy. A modest deferral of the DC Study can be accommodated without the need for a significant amount of additional debt financing or project deferrals. DC revenue levels are monitored quarterly and Civic Administration provides Council with an annual report on DC rate monitoring in parallel to the year-end capital budget monitoring report. The annual Growth Management Implementation Strategy (GMIS) Update also provides an opportunity to adjust infrastructure project timing if the DC reserve funds experience sustainability concerns. Finally, Council retains the ability to accelerate the deferred date of the DC Study should funding concerns offset the benefits associated with the delayed approval of a new by-law.

Civic Administration is of the opinion that a by-law date of January 1, 2028 provides the ability to delay the need for most taxpayer and water and sewer ratepayer contributions for growth infrastructure (should additional Provincial funding support not materialize in the interim) without placing excessive strain on the DC reserve funds. A deferral beyond 2028 would challenge the capital budget forecast, significantly increase the likelihood of project deferrals due to funding constraints, and result in a greater number of developments not paying their appropriate share of future growth costs.

DC rates will continue to be indexed each year, assisting with raising additional funds to offset inflationary costs. For example, DC rates for residential and non-residential development were increased by 15.6% on January 1, 2023. Civic Administration anticipates positive index values for the next several years, aiding the ability of the DC reserve funds to accommodate cost pressures.

The recommended deferral of the DC Study and By-law to an effective date of January 1, 2028 has been discussed with the DC External Stakeholder Committee (to be re-named the “DC External Stakeholders Reference Group”). Both development and community stakeholders were committed to ensuring the health of the DC reserve funds and were mindful of impacts that could be experienced with the deferred timeline. However, the uncertainty associated with the More Homes Act DC rate phase-in and costs that would be ineligible for DC funding with the adoption of a new by-law weighed in favour of support from all stakeholders for a deferral to 2028. The London Development Institute and the London Home Builders’ Association expressed concern about a 2025 DC By-law resulting in numerous infrastructure project deferrals, delaying servicing being made available for new construction to meet housing supply goals. The Urban League of London is concerned that the More Homes Act changes have significantly reduced the City’s ability to achieve “growth pays for growth,” and that a near-term by-law date will produce funding pressures with the upcoming Multi-Year Budget, resulting in increased tax rates, lowered levels of service, or an inability to adequately respond to emergent priorities being identified by the community.

## 4.0 Next Steps

Over the coming months, additional and refined financial information will be provided to Council through the upcoming budget process.

### Development Charges Background Study:

Should Council endorse the deferral of the DC Background Study, Civic Administration will adjust project timelines to ensure delivery for a by-law effective date of January 1, 2028. The deferral will also pause DC External Stakeholder Committee meetings for an extended period of time following the wind-up of policy discussions presently in progress.

Consultants engaged to assist with master planning needs assessments will be requested to provide support to Civic Administration with updated costing of the existing capital plan to be incorporated into the Multi-Year Budget. Additional time to assess infrastructure needs arising from growth will be included with the revised timeline, improving the traditional condensed timeframe to model and cost required projects based on updated growth projections.

New financial pressures arising from growth costs being no longer eligible for DC recovery may mean modifications to the present allocation of infrastructure funding between the City and those directly provided by developers. The DC Act provides municipalities with some flexibility in determining infrastructure that is defined as local costs versus those that have a more global benefit and funded from new development city-wide. Historically, the City has kept direct development costs to a minimal amount, recognizing the availability of DCs to cost-share infrastructure needs with all contributors to growth. However, with new DC Act restrictions and the narrowing of this financial tool, Civic Administration will revisit local service thresholds through the upcoming DC Background Study to determine if certain infrastructure projects and costs should be appropriately shifted to delivery by developers at the time of construction.

### Multi-Year Budget:

As described in the Financial Implications section, Civic Administration anticipates a number of unanticipated financial pressures resulting from the passage of the More Homes Act. Although the recommended deferral of the 2025 Development Charges Background Study will assist with mitigating the largest direct growth costs being shifted to taxpayers and water and sewer ratepayers needing to be addressed with the Multi-Year Budget, a number of budget pressures will be experienced associated with increased reserve fund contributions, additional staffing, capital costs for non-DC eligible growth infrastructure, and adjustments to service levels. The amount of Provincial funding and timing of the release of funding will inform requests for additional funding through the Multi-Year Budget.

**Submitted by:** Paul Yeoman, RPP, PLE  
Director, Capital Assets and Projects

**Submitted by:** Heather McNeely, MCIP, RPP  
Director, Planning and Development

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

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

Appendix A1: Near-Term More Homes Act Financial Impacts – Operating  
Appendix A2: Near-Term More Homes Act Financial Impacts – Capital  
  
Appendix B1: Mid-Term More Homes Act Financial Impacts – Operating  
Appendix B2: Mid-Term More Homes Act Financial Impacts – Capital

## Appendix A1: Near-Term More Homes Act Financial Impacts – Operating

### A1-1 – DC exemptions and discounts

Impact	\$25M - \$100M over 5 years
Service Effected	Finance, Housing, Building, Planning
Response	<p>Prior to the More Homes Act, the City has provided DC grants for affordable housing units and secondary units budgeted as part of the “Roadmap to 3000 affordable units for the City of London” action plan. However, the DC exemptions introduced with the More Homes Act apply more broadly than the targeted incentives offered in the City’s plan. The new in-force and effect DC exemptions have supplemented the City’s existing programs and the financial benefit will be provided to qualifying development proponents at the time of building permit without the need for upfront grants or re-imbusement of paid DCs.</p> <p>Civic Administration continues to refine estimates for the anticipated yearly cost associated with the new DC exemptions and discounts. It is challenging to predict how many affordable housing units will be constructed, especially if the incentive has the desired effect of increasing the number of affordable developments in relation to past construction. Although the City’s updated growth projections provide for the number of apartment units that will be built, the projections are not granular to provide estimates on the number of bedrooms that will be associated with constructed apartment units, or differentiations between units that will be market versus affordable.</p>
Recommended Action	Civic Administration is continuing to refine the financial impacts associated with the in-force DC exemptions and discounts. A future report will be submitted to Council, providing options on the degree of funding and funding sources (as applicable) for the statutory exemptions and discounts.

**A1-2 – Additional staffing**

Impact	To be determined
Service Effected	Building, Planning, Forestry, By-law enforcement, Fire, Finance
Response	<p>The More Homes Act financial incentives are intended to stimulate increased residential development. The City is likely to experience an increase in re-zoning applications, site plan review, subdivisions and building permits. Although some of the increased volume associated with the More Homes Act and other Provincial efforts to increase housing supply will be offset by new as-of-right development permissions and regulatory exemptions, the net need is anticipated to be considerably higher than the present staffing complement can support. The City may need to hire additional planners, engineers and technologists, ecologists, landscape architects, plans examiners, building inspectors and administrative staff.</p> <p>Areas not normally associated with development are also anticipated to experience workload pressures. Parks and Forestry may require new inspectors to administer an increased number of permits under the Tree Protection By-law. Due to the new restrictions on Site Plan Control, additional Municipal Law Enforcement Officers may be required to address an increased volume of public complaints related to development impacts. Divisions in Finance Supports may need new staff to enhance budget monitoring, to administer payments for deferred DCs and to conduct future DC Studies. Finally, multiple Service Areas may experience staffing pressures should there be a desire to conduct more growth infrastructure assessments in-house rather than engaging consultants due to the loss of DC funding for studies.</p>
Recommended Action	Future staffing needs associated with the More Homes Act continue to be refined and may result in funding requests through the Multi-Year Budget.

## Appendix A2: Near-Term More Homes Act Financial Impacts – Capital

### A2-1 – Loss of ability to recover DCs for affordable housing

Impact	\$15M - \$20M over 5 years
Service Effected	Housing, Homelessness Prevention, Finance
Response	<p>A number of Ontario municipalities have been collecting DCs to pay for growth infrastructure in the form of new housing units. It is well known and accepted that population growth results in an increasing number of residents who cannot rent housing at market rates. This is in addition to socio-economic changes of the existing population that place increased pressure and need on affordable housing infrastructure.</p> <p>The new prohibition of DC collection for Housing Services means that Council will be unable to consider inclusion of affordable housing in the DC Study, as was under review at the time of Bill 23 approval. Combined with the 2019 sunseting of bonusing, the City now has very limited funding tools available to provide affordable housing needs arising from population growth. Without new Federal or Provincial funding, the City will be faced with including the additional capital costs with the tax-supported budget (already stressed with funding a back-log of housing need for the existing population), or drastically reducing the amount of money made available for growth infrastructure needs. This latter scenario is expected to negatively impact the present housing crisis being faced by low-income Londoners.</p>
Recommended Action	Civic Administration will continue studying future growth needs for affordable housing. The outcome of the needs assessment will inform future funding requests with the upcoming Multi-Year Budget.

## Appendix B1: Mid-Term More Homes Act Financial Impacts – Operating

### B1-1 – DC rate phase-in

Impact	\$38M - \$40M over 5 years
Service Effected	Finance, Building, Fire, Libraries, Parks, Police, Recreation, Stormwater, Transit, Transportation, Waste Diversion, Wastewater, Water
Response	<p>The More Homes Act has introduced mandatory annual discounts of calculated DCs over a 5 year period that are triggered with the adoption of a new DC By-law. DC rates are effectively phased-in, with a maximum of 80% of the calculated rate being able to be charged in year 1, rising to 100% in year 5. The DC rate phase-in applies to the full calculated DC rate (not just the difference between the rate in place prior to the adoption of a new DC by-law and the calculated rate) and is required to be provided to all forms of residential housing, as well as industrial, commercial and institutional development.</p> <p>A future DC rate phase-in will be most impactful for all DC-funded services, but especially the “hard services.” Transportation, Stormwater, Water and Wastewater comprise approximately 75% of net DC eligible capital costs. If the future mandatory DC rate phase-in is not supported by other funding sources to make up the shortfall (e.g., senior government funding, tax and/or water and sewer rate sources), the City will need to defer a considerable number of road improvements, trunk sewers, stormwater management facilities and watermains as sufficient funding will not be available to pay for construction. This scenario will be counter to the stated goals of the more Homes Act of bringing more housing supply on to market as these infrastructure projects must be in place prior to final approvals being provided.</p>
Recommended Action	<p>Should Council endorse the deferral of the 2025 DC Study, the rate phase-in will not be triggered until January 1, 2028 and infrastructure constructed in the intervening years will not need to be deferred due to artificially low DC rates.</p> <p>Future DC rate calculations will enable a refined estimate of phase-in costs.</p>

## Appendix B2: Mid-Term More Homes Act Financial Impacts – Capital

### B2-1 – Loss of DC recovery for growth studies

Impact	\$4M - \$7M over 5 years
Service Effected	Finance, Fire, Libraries, Parks, Planning, Police, Recreation, Stormwater, Transit, Transportation, Waste Diversion, Wastewater, Water
Response	<p>Studies such as DC technical master plans, service delivery plans (e.g., future Mobility Master Plan updates), water efficiency studies, rapid transit studies, and built area infrastructure studies will no longer be eligible for DC funding with the passage of a new DC By-law. These important City-wide technical reviews of growth needs will need to be fully funded by water and wastewater rates and tax sources.</p> <p>A number of city-wide studies will no longer be able to be funded by DCs with the next by-law, including the Official Plan updates, secondary plans, the Parks and Recreation Master Plan, urban forestry studies, subwatershed studies and post-development Environmental Impact Study monitoring.</p>
Recommended Action	Should Council endorse the deferral of the 2025 DC Study, the loss of DC funding for studies will not be triggered until January 1, 2028.

### B2-2 – Loss of DC recovery for land

Impact	\$5M - \$60M over 5 years
Service Effected	Finance, Fire*, Libraries*, Police*, Recreation*, Stormwater*, Transit*, Waste Diversion*, Wastewater*, Water* <u>Note:</u> * means that future land costs may or may not be DC eligible
Response	At the time of submitting this report, the Province has yet to provide information on land that will be eligible and ineligible for DC recovery upon the passage of a new by-law. Given that the amendments to the DC Act provide for variation on which services will include land in the future (versus studies, which has a complete prohibition), Civic Administration anticipates that land associated with road expansions/new roads (including rapid transit) will remain an eligible cost as part of the construction project. Land for stormwater management facilities, treatment plants, pumping stations, operations centres and waste diversion, however, has the potential to be excluded, which would result in considerable costs being shifted to tax rates as well as water and sewer rates.
Recommended Action	Should Council endorse the deferral of the 2025 DC Study, the loss of DC funding for land will not be triggered until January 1, 2028.

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports  
**Subject:** 2024-2027 Multi-Year Budget  
**Date:** April 18, 2023

### Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports:

- a) The Multi-Year Budget Policy (attached as Appendix B) **BE RECEIVED** for information;
- b) Municipal Council **PROVIDE DIRECTION**, for planning purposes, on the desired average annual tax levy increase range for the 2024-2027 Multi-Year Budget; it being noted that an estimated tax levy increase in the range of 2.9% to 3.9% will be required to maintain existing service levels; it being further noted that the 2024-2027 Multi-Year Budget will determine the pace of implementation of the 2023-2027 Strategic Plan and that each additional 1% average annual tax levy increase will result in approximately \$75 million over the four years to invest in Council's priorities;
- c) Civic service areas and the City's agencies, boards and commissions **BE REQUESTED** to develop their 2024-2027 Multi-Year Budgets in accordance with the direction provided by Council and the associated planning assumptions outlined in the City's budget guidelines document;
- d) The 2024-2027 Multi-Year Budget timetable (attached as Appendix C) **BE RECEIVED** for information; it being noted that the tabling of the 2024-2027 Multi-Year Budget is planned for December 12, 2023 at the Strategic Priorities and Policy Committee;
- e) The attached by-law (Appendix D) **BE INTRODUCED** at the Municipal Council meeting on April 25, 2023 to formalize the budget submission deadlines and requirements for the City's agencies, boards and commissions;
- f) The preliminary public engagement plan (attached as Appendix E) for the 2024-2027 Multi-Year Budget **BE ENDORSED**; it being noted that this public engagement plan has been incorporated into the 2024-2027 Multi-Year Budget timetable noted above.

### Executive Summary

The City of London's Strategic Plan represents the foundation of the City's Multi-Year Budget process. With the approval of the 2023-2027 Strategic Plan anticipated on April 25, 2023, development of the 2024-2027 Multi-Year Budget can begin. The 2024-2027 Multi-Year Budget represents the City's third iteration since the implementation of multi-year budgeting in 2016.

This report represents the formal kick-off of the 2024-2027 Multi-Year Budget process and seeks Council's direction on the desired average annual tax levy increase for planning purposes. Providing this direction now will enable appropriate parameters to be put in place to guide budget development activities over the spring, summer and fall. There are three primary components that determine the average annual tax levy increase:

- Costs to maintain existing service levels;
- Additional investments; and
- Strategic disinvestments

Significant inflationary challenges have been experienced recently; inflationary pressures started developing in 2021 and continued throughout 2022 and into 2023 due

to COVID-19 induced supply chain disruptions and supply-demand imbalances. Canada has experienced inflationary levels not seen for over 20 years. While the inflationary pressures experienced in the City's operating budget have concentrated in certain areas to date, the inflationary impacts on the capital budget have been more significant and widespread and well beyond the inflationary increases built into the City's 2020-2023 Multi-Year Budget. As a result, there are many projects that require right-sizing to reflect the significant increase in costs that have occurred over the past two years. While inflation has shown signs of moderating in recent months from the highest levels experienced in 2022, costs continue to increase at higher-than-normal levels. While it is hoped that inflationary trends will return to historical levels over the coming quarters, it is not anticipated that outright price disinflation (declines) will be experienced unless there is a significant, unexpected economic shock.

In addition to the inflationary pressures being experienced, the City is also challenged to maintain existing service levels by recent provincial legislative changes, particularly the *More Homes Built Faster Act, 2022* (Bill 23). As outlined in the report titled "Implications of Bill 23, *More Homes Built Faster Act, 2022*" on the agenda for the April 18, 2023 Strategic Priorities and Policy Committee (SPPC) meeting, the *More Homes Built Faster Act, 2022* has significant and wide-reaching impacts on many City services. As outlined in that report, although the Provincial government has committed to addressing funding shortfalls associated with these legislative changes, details of this commitment are unclear at this time. Should additional funding not be provided to offset these impacts on municipalities, this will represent an added pressure on the budget to maintain existing service levels.

Based on these factors, it is estimated that the average annual tax levy increase required to maintain existing service levels will be in the range of 2.9% to 3.9%, it being noted that this is a preliminary estimate that will be refined as detailed budget development is undertaken.

In addition to maintaining existing service levels, the 2023-2027 Strategic Plan included several strategies that were identified as requiring additional funding to implement. While many strategies can be implemented within existing budgetary resources and/or have other sources of funding, Council may wish to invest additional property tax supported funds where alternate funding sources are not available. Civic Administration is seeking direction from Council on the desired average annual tax levy increase range for the 2024-2027 Multi-Year Budget. To help guide Council's discussions on the desired average annual property tax levy increase, it is estimated that each 1% average annual tax levy increase (i.e. 1% additional in every year) corresponds to approximately \$75 million of total additional funding over the 4-year period to implement strategies requiring additional investment; this would represent a total average annual tax levy increase of 3.9% to 4.9%. Similarly, an additional 0.5% average annual tax levy increase would result in approximately \$37.5 million of total additional investment over the period and represent a total average annual tax levy increase in the range of 3.4% to 4.4%. An additional 2% average annual tax levy increase would result in approximately \$150 million of total additional investment over the period and represent a total average annual tax levy increase in the range of 4.9% to 5.9%.

Additional investments, whether requiring additional property tax levy funding or funded through other one-time or non-tax levy sources, will be supported by a business case in the Multi-Year Budget process providing an overview of the initiative, the cost and associated funding sources, the risks of proceeding or not proceeding with it, etc. Council will be provided with a slate of business cases for review that will provide a suggested pacing and timing of the various initiatives requiring additional investment. While Civic Administration may further categorize the business cases (e.g. "recommended" or "for consideration"), the decision-making responsibility will ultimately rest with Council as to which business cases to approve, partially approve, or not approve.

Civic Administration will continue to undertake zero-based reviews and other service reviews throughout the 2024-2027 Multi-Year Budget period. The results of the reviews

will be reported to Council as they are completed. Any budgetary impacts identified will be reflected in a business case in the Multi-Year Budget process, or as a budget amendment in the subsequent annual budget update process. Should Council have specific areas of interest for possible review, Civic Administration seeks this direction as soon as possible in order to conduct the reviews in time for inclusion in the Multi-Year Budget where possible.

This report also addresses several other budget matters:

- 2024-2027 Water and Wastewater & Treatment rates – These rates will be determined after detailed review of the capital plans as well as revenue forecasts for Water and Wastewater. It is anticipated that multi-year Water and Wastewater rates will be brought to Council for approval in fall 2023 alongside other changes to various fees and charges.
- Multi-Year Budget Policy – The Policy is provided for information, it being noted that no changes are being recommended at this time.
- The Budget Timetable and Preliminary Public Engagement Plan are also included in this report, it being noted that tabling of the 2024-2027 Multi-Year Budget is planned for December 12, 2023. Budget deliberations are planned for February 2024 and final Council approval of the 2024-2027 Multi-Year Budget is anticipated March 5, 2024.
- Boards, Commissions or Other Bodies Budget By-law – This by-law has been included to formalize the budget expectations of the City’s agencies, boards and commissions.

## **Linkage to the Corporate Strategic Plan**

Council’s draft 2023-2027 Strategic Plan for the City of London identifies ‘Well-Run City’ as a strategic area of focus. The City of London’s Multi-Year Budget (MYB) process is specifically listed as a strategy under this strategic area of focus: ‘Develop and monitor the Multi-Year Budget to align financial resources with Council’s Strategic Plan.’ The implementation of a MYB signifies that the City is looking beyond a short term focus when planning its finances. This results in improved accountability and transparency over spending changes and helps the City maintain positive operating results, stable debt levels, and strong liquidity, reflected in the continued affirmation of the City’s Aaa credit rating (46 consecutive years).

## **Analysis**

### **1.0 Background Information**

#### **1.1 City of London Multi-Year Budget Process**

Council is scheduled to approve the 2023-2027 Strategic Plan for the City of London on April 25, 2023, which is the foundation for the development of the 2024-2027 Multi-Year Budget, the City’s third MYB since the process was first implemented in 2016. The intentional linkage between the Strategic Plan and MYB allows Council to ensure that its priorities are achieved within the financial parameters Council establishes during its term.

While many strategies within the Strategic Plan can be accomplished within current funding levels, some strategies will require additional funding to implement. Linking the Strategic Plan to the budget provides accountability between what is achieved and the cost to the taxpayer. Rather than approving a budget annually, Council will approve budgets for the next four years (subject to annual readoption), with the last year being subject to reconfirmation by the new term of Council. The 2024-2027 Multi-Year Budget will provide the financial resources to implement the 2023-2027 Strategic Plan.

The benefits of multi-year budgeting include:

- Alignment of longer-term goals and objectives with longer-term funding plans;
- A direct linkage to the implementation of the Strategic Plan, including pacing and

associated targets, and contributes to accountability for the implementation of the Plan;

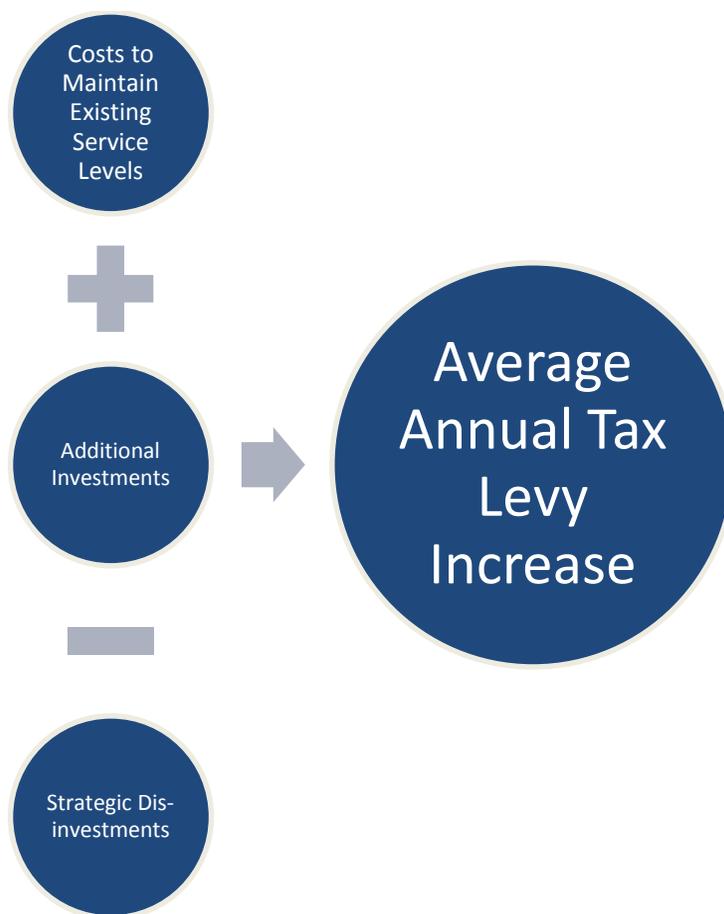
- Greater certainty is provided to taxpayers/residents about the future direction of taxes and the timing of implementation of the Strategic Plan;
- Improved accountability and transparency over spending plan changes (amendments to the Multi-Year Budget);
- Flexible allocation of resources over time to accomplish goals/objectives;
- More efficient use of time and resources as the organization is not in 'perpetual budget mode'; and
- Long-term financial planning supports maintenance of the City's Aaa (stable) credit rating: "...the City of London displays strong governance and management practices, **such as the application of multi-year budgets**, which helps promote stable operations." – Moody's Investors Service Credit Opinion, October 5, 2022

## 2.0 Discussion and Considerations

### 2.1 2024-2027 Tax Levy Increase for Planning Purposes

#### Components of the Tax Levy Increase:

The tax levy increase in a multi-year budget is generally driven by three elements as illustrated by the following graphic:



The following sections elaborate on these components in greater detail.

#### Maintaining Existing Service Levels (MESL):

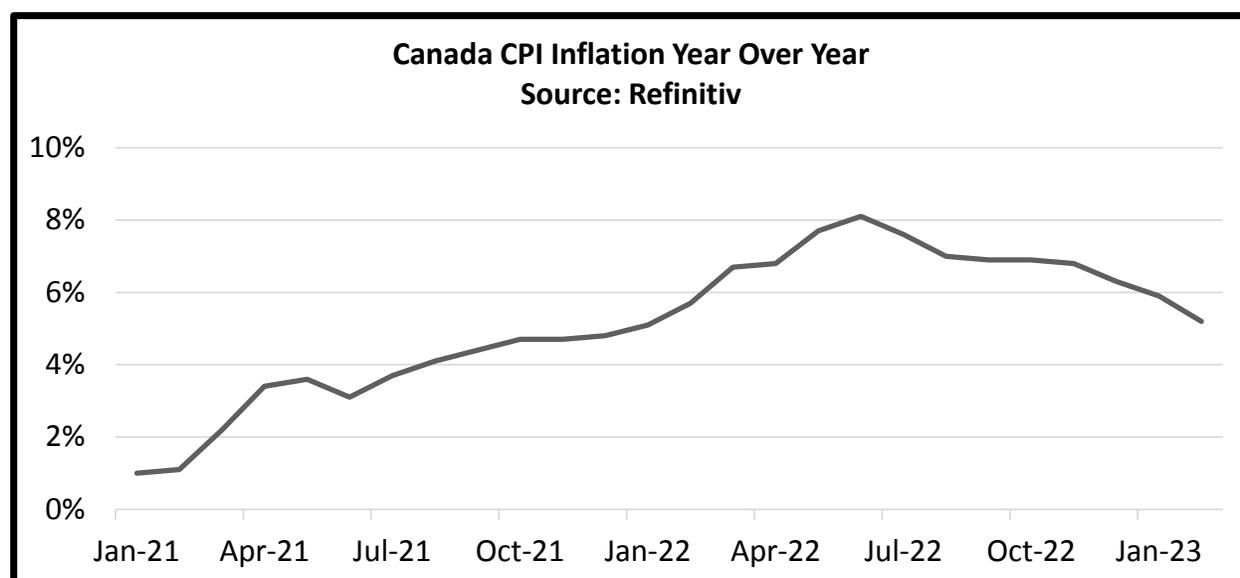
Municipalities, including the City of London, are similar to other individuals, families and businesses in that inflationary pressures impact the cost of delivering the more than 90 services that the City provides. Where the City differs from others is in the nature of goods and services purchased.

While most identify the Canadian Consumer Price Index (CPI) as the primary measure of inflationary pressures, it is important to note that this is one of many inflationary indices.

Municipal governments have their own spending patterns that are different than those of other economic sectors<sup>1</sup> and are different from a household “basket” of goods and services which CPI is meant to represent. These differences are highlighted in the following table:

<b>Consumer Price Index – Basket of Goods/Services</b>	<b>Typical Municipal Spending – Example Basket of Goods/Services</b>
<ul style="list-style-type: none"> <li>• Food</li> <li>• Shelter</li> <li>• Transportation</li> <li>• Clothing and Footwear</li> <li>• Health and Personal Care</li> <li>• Household Operations and Furnishings</li> <li>• Recreation Education and Reading</li> <li>• Alcoholic Beverages and Tobacco</li> <li>• Etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Wages/Salaries and Benefits</li> <li>• Contracted Services</li> <li>• Building Maintenance and Rent</li> <li>• Equipment Purchases, Leases and Maintenance</li> <li>• Debt Servicing Costs</li> <li>• Specialized Supplies and Consumables (fuel, oil, natural gas/propane, electricity, salt, asphalt, chemicals, other construction materials, etc.)</li> </ul>

Despite the differences in the nature of goods and services purchased, it is unquestionable that significant inflationary pressures have been experienced recently. As Canada’s economy has emerged from the pandemic, inflationary pressures started developing in 2021 and continued throughout 2022 and into 2023 due to COVID-19 induced supply chain disruptions and supply-demand imbalances. Canada has experienced inflationary levels not seen for over 20 years. While CPI is not necessarily indicative of the “basket” of municipal spending, it is a broad gauge of inflationary pressures within the economy. The long-term CPI target range for the Bank of Canada continues to be one to three percent. Recent levels of inflation have been significantly higher, as illustrated in the graph below, with CPI reaching as high as 8.1% on a year-over-year basis in June 2022, noting that some moderation has been seen in recent months.

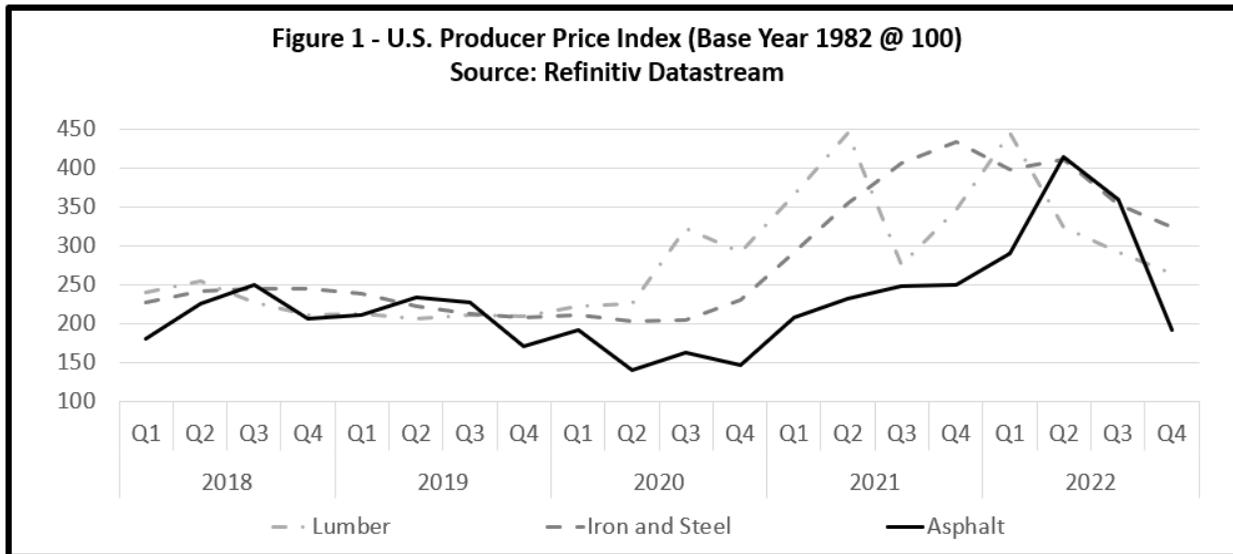


A significant portion of the City of London’s spending is on materials, supplies and labour to support the City’s capital plan. The cost of labour and materials have increased significantly. The following excerpt from the 2022 Year-end Capital Budget Monitoring Report highlights the significance of these increases:

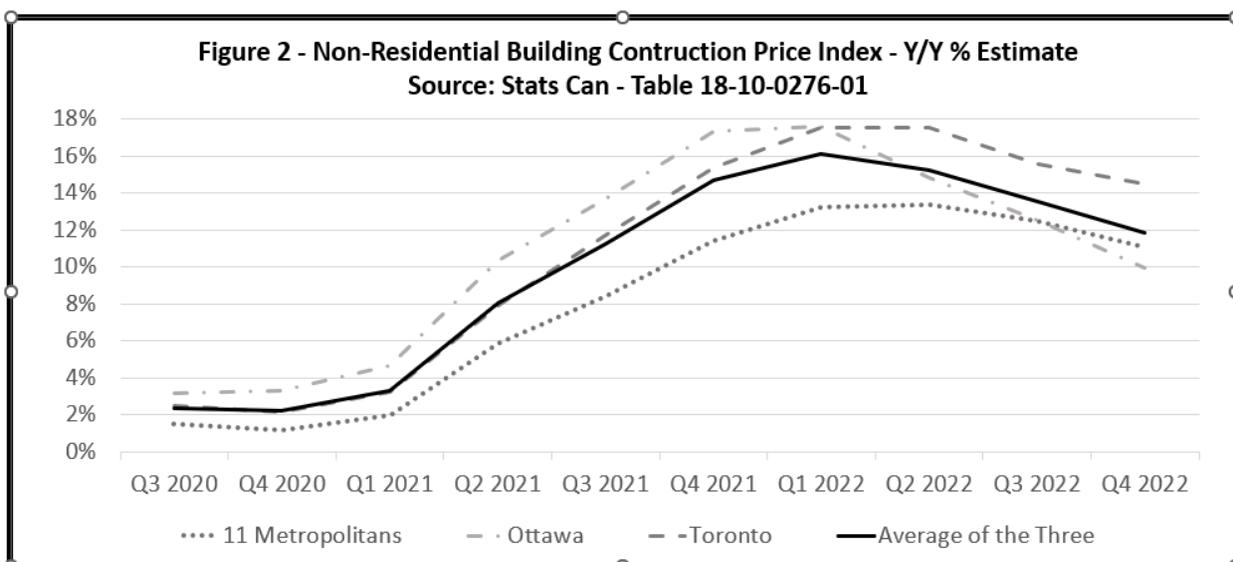
“The U.S. Producer Price Index (Figure 1 – below) is the official monthly measure of producer prices in the economy of the United States, and a good comparator of trends being experienced in Canada. It measures average changes in prices received by domestic producers for their outputs like lumber, iron and steel; the

<sup>1</sup> Developing a Municipal Price Index – Government Finance Review April 2010 – Government Finance Officers Association

prices for lumber and iron and steel have increased 19% and 54% respectively over the Q1 2020 (beginning of the current multi-year budget) to the Q4 2022 period. Interestingly, asphalt prices which were on a similar trend have shown signs of returning to pre-pandemic levels in recent months. Similarly, Statistics Canada tracks various input prices through the Industrial Product Price Index. Since the beginning of 2020 through to December 31, 2022, the price of lumber and other wood products has increased 32% and primary ferrous metal products (e.g. steel) have increased 41%. The Statistics Canada Industrial Product Price Index does not specifically include asphalt. Clearly, therefore, significant price increases for various materials utilized in construction projects have been experienced, not only in Canada but across North America and the world.



These higher input costs are among the factors driving increases in the cost of construction. The Building Construction Price Indexes tracked by StatsCan are a quarterly measure of change in prices that contractors charge to construct a range of new commercial, institutional, industrial (ICI) and residential buildings. Of particular importance to the City of London is the Non-Residential Building Construction Price Index (NRBCPI), which is presented in Figure 2 for the Q1 2020 to Q2 2024 period.”



As the data highlighted above demonstrates, inflationary pressures are a clearly a challenge the City has had to navigate over the past two years. From the operating budget perspective, the City has been quite successful in managing these challenges in-year during 2022, noting that inflationary pressures were generally concentrated in certain pockets of the City’s operating budget (e.g. fuel costs, certain specialized materials and supplies, etc.). However, as articulated in previous Operating Budget Monitoring reports, there is concern that inflationary pressures will continue to be a challenge as fixed price contracts come up for renewal and suppliers pass on increased

costs. As a result, there are certain areas of the operating budget that require right-sizing to address these inflationary pressures.

With respect to the capital budget, inflationary challenges are proving much more prevalent and challenging. While the 10-year capital plan approved in the 2020-2023 Multi-Year Budget did include an inflationary factor of 2.4% per year, inflationary pressures have been experienced at a much higher rate over the past two years. Some near-term projects with inflationary pressures were addressed as part of the 2021 and 2022 Annual Budget Update processes, or through reports to Council associated with construction tender awards. Cost pressures on other projects have been managed by reviewing and modifying the scope of the project to realize cost reductions. However, as noted in the 2022 Year-end Capital Budget Monitoring Report, many projects and programs in the 10-year capital plan still do not fully reflect the funding requirements in order to complete the projects and programs as originally planned. An increase to the budget for these projects will therefore be required to address this “step-change” increase in cost.

While there are signs that inflationary pressures are easing from their highs in 2022 as illustrated in the CPI and NRBCPI charts above, it is important to emphasize that costs are still increasing on a month-over-month and year-over-year basis, well above historical norms. While it is hoped that inflationary trends will return to historical trends over the coming quarters, it is not anticipated that outright price disinflation (declines) will be experienced unless there is a significant, unexpected economic shock.

In addition to the inflationary pressures being experienced, the City is also challenged to maintain existing service levels by recent provincial legislative changes, particularly the *More Homes Built Faster Act, 2022* (Bill 23). As outlined in the report titled “Implications of Bill 23, *More Homes Built Faster Act, 2022*” on the agenda for the April 18, 2023 Strategic Priorities and Policy Committee (SPPC) meeting, the *More Homes Built Faster Act, 2022* has significant and wide-reaching impacts on many City services. Fortunately, many of those impacts can be delayed until the implementation of a new Development Charges (DC) By-law. Subject to the approval of the recommendations in the companion report on this SPPC agenda, the next DC By-law will not come into effect until January 1, 2028, meaning that some financial impacts (such as the mandatory phase-in of DC rates) will not be experienced in this Multi-Year Budget period. However, there are a few changes that will result in financial impacts over the next 4 years, including:

- Funding for required DC exemptions and discounts (e.g. affordable, rental and attainable housing) prescribed in the Act;
- Additional staff resources to address increased volume associated with the *More Homes Built Faster Act, 2022* and other Provincial efforts to increase housing supply.

As outlined in the companion report on this SPPC agenda, although the Provincial government has committed to addressing funding shortfalls associated with these legislative changes, details of this commitment are unclear at this time. Should additional funding not be provided to offset these impacts on municipalities, this will represent an added pressure on the budget to maintain existing service levels.

Based on the above factors, Civic Administration estimates that the tax levy increase to maintain existing service levels will be in the range of 2.9% to 3.9% for the 2024-2027 period. In developing this estimate, the following inputs were taken into consideration in Civic Administration’s modelling:

- Right-sizing of 2023 budgets where opportunities exist to reallocate budgetary resources to offset other pressures;
- Increased costs associated with existing and anticipated collective agreement obligations;
- Required “step-change” increases to certain operating budget lines to reflect the increased cost of those elements based on a preliminary scan conducted by civic service areas and agencies, boards and commissions;

- In addition to the one-time “step-change” in certain operating budget lines, anticipated annual inflationary pressures on non-personnel budget lines, estimated at 2%, based on the assumption that inflation will return to the Bank of Canada’s long-term target over the next few quarters;
- Required adjustments to the capital plan and associated sources of financing to right-size project budgets to be reflective of the higher anticipated cost for various projects in the capital plan;
- In addition to the one-time “step-change” in certain capital projects, anticipated annual inflationary pressures on the capital plan, estimated at 3%, based on:
  - Analysis of historic NRBCPI trends, which has consistently averaged approximately 3% based on 5-year, 10-year and 20-year historical data across multiple census metropolitan areas tracked by Statistics Canada;
  - Review of NRCPI forecasts from the Conference Board of Canada, indicating that inflationary pressures are expected to continue to moderate and return to more historical trend levels over the coming quarters;
- A preliminary estimate of the financial impacts of recent legislative changes (as noted above) that will impact the 2024-2027 Multi-Year Budget period;
- Other cost pressures to maintain existing service levels as identified by civic service areas and agencies, boards and commissions.

It is important to note that the range of 2.9% to 3.9% to maintain existing service levels is based on preliminary modelling conducted at this time and will be refined as detailed budget development is undertaken. In developing this range, many assumptions have been made that will be refined. It is also subject to change as greater clarity is obtained with respect to the financial impacts of certain pressures that are still uncertain (e.g. *More Homes Built Faster Act, 2022* impacts).

Due to the required “step-change” in many operating and capital budgets, it is anticipated that the tax levy increase required to maintain existing service levels will be larger in the first year (2024) of the Multi-Year Budget period but will be lower in subsequent years.

As noted, Civic Administration will mitigate these budgetary pressures to the greatest extent possible by utilizing the various “tools” as part of the City’s service review program. In particular, Civic Administration will continue to regularly review and right-size budgets utilizing zero-based budgeting techniques in order to reallocate budgetary resources to address areas of need. This right-sizing process will be conducted as part of the development of the 2024-2027 Multi-Year Budget and will be continued annually throughout the MYB cycle, with any additional budgetary savings identified in subsequent years brought forward as a budget amendment through the annual budget update process.

#### Additional Investments:

In addition to the costs of maintaining existing services, a variety of priorities were identified through the 2023-2027 Strategic Plan. While it is important to emphasize that many strategies with the Strategic Plan can be accomplished within existing budgetary resources, there are a number identified as requiring additional investment to fully implement, as highlighted through the “Order of Magnitude” information provided to Council: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=97570>

It should be further noted that for some strategies, other non-property tax supported sources of financing may be available. In other words, implementation of a strategy requiring additional funding may not necessitate a property tax increase.

However, to support the implementation of Council’s Strategic Plan, Council may wish to invest additional property tax supported funds where alternate funding sources are not available. This additional property tax supported funding represents another component of the property tax levy increase for the 2024-2027 Multi-Year Budget period.

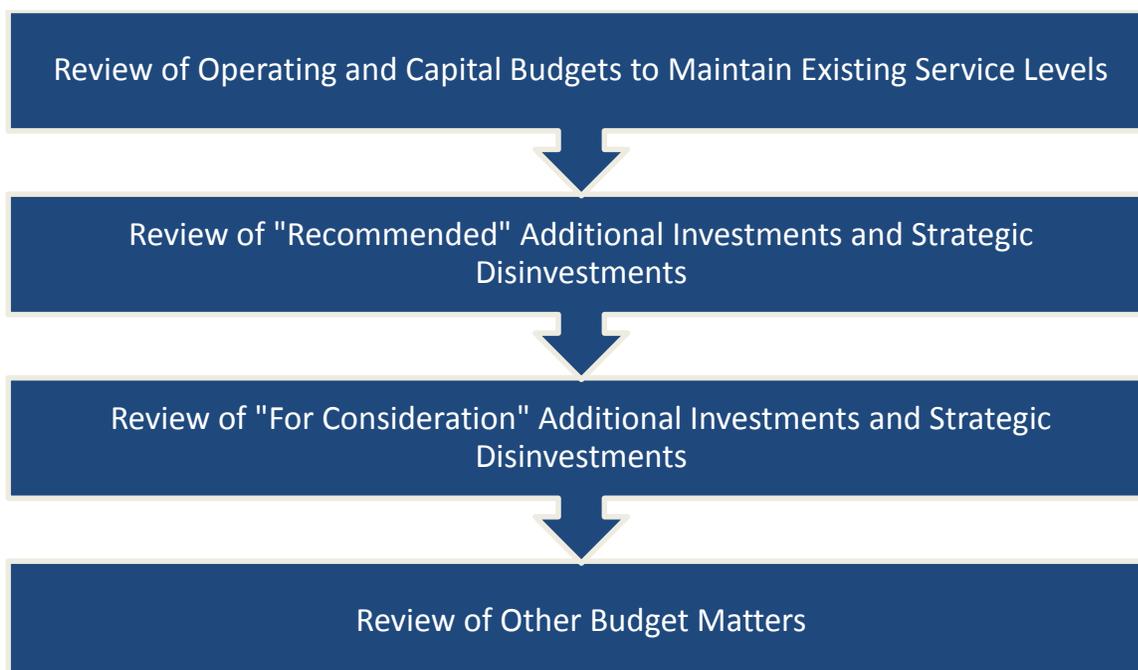
To help guide Council's discussions on the desired average annual property tax levy increase, it estimated that each 1% average annual tax levy increase (i.e. 1% additional in every year) corresponds to approximately \$75 million of total additional funding over the 4-year MYB period to implement strategies requiring additional investment (assuming the additional increase is spread evenly over the 4 years). The amount of additional funding available is, however, dependent on when the additional increase is implemented. Council may wish to approve a higher tax levy increase in the earlier years of the Multi-Year Budget cycle, such that the additional funding becomes part of the budget in subsequent years as well – providing a greater total investment in new initiatives. For example, a 1% additional tax levy increase in the first year of the Multi-Year Budget has the same impact on the four-year average annual tax levy increase (0.25%) as a 1% additional tax levy increase implemented in the final year of the Multi-Year Budget. However, by implementing that 1% increase in the first year of the cycle, that funding will be available in the second, third and fourth years as well, rather than only being available in the fourth year under the alternate scenario. In short, implementing an additional tax levy increase in the earlier years of the Multi-Year Budget results in additional funding to invest in Council's priorities.

For strictly illustrative purposes, Council may wish to implement an additional 1% average annual tax levy increase over the 2024-2027 Multi-Year Budget, in addition to the tax levy increase required to maintain existing service levels (estimated to be in the range of 2.9% to 3.9%). This would result in a total average annual tax levy increase in the range of 3.9% to 4.9% and provide approximately \$75 million for new investments, assuming the additional 1% is spread evenly across the 2024-2027 period. Similarly, a 0.5% additional average annual increase would provide approximately \$37.5 million for new investments (if spread equally) and represent a total average annual tax levy increase in the range of 3.4% to 4.4%. By extension, if Council wished to implement an additional 2% average annual tax levy increase, this would result in a total average annual tax levy increase of 4.9% to 5.9% and result in approximately \$150 million for new investments.

To provide further context, it is estimated that to fully implement all strategies identified as requiring additional funding in the Strategic Plan during the 2024-2027 Multi-Year Budget period, an average annual tax levy increase in excess of 8% per year would be required.

#### Additional Investments – Council Review Process:

Additional investments, whether requiring additional property tax levy funding or funded through other one-time or non-tax levy sources, will be supported by a business case in the Multi-Year Budget process providing an overview of the initiative, the cost and associated funding sources, the risks of proceeding or not proceeding with it, etc. Council will be provided with a slate of business cases for review that will provide a suggested pacing and timing of the various initiatives requiring additional investment. While Civic Administration may further categorize the business cases as "recommended" or "for consideration", the priority setting and decision-making responsibility will ultimately rest with Council as to which business cases to approve, partially approve, or not approve. It is anticipated that 2024-2027 Multi-Year Budget deliberations will be structured similarly to 2020-2023 MYB deliberations, allowing Council to work through the various decision points in a comprehensive manner:



While it is anticipated that additional investment business cases will be based on the strategies identified as requiring additional funding in the 2023-2027 Strategic Plan, if there are other investments that Council wishes to make that are not identified in the Strategic Plan, these initiatives should be raised through the appropriate standing committee of Council to obtain direction for Civic Administration to prepare a business case accordingly.

#### Strategic Disinvestments:

While Civic Administration will continually review budgets through the 2024-2027 Multi-Year Budget cycle for potential budget savings or opportunities to reallocate funds to offset other pressures elsewhere in the budget, these reviews generally do not have impacts on services or service levels; rather they are focused on “right-sizing” budgets to reflect the current service levels being provided.

Civic Administration also regularly reviews the City’s operations with consideration to whether the existing services and/or service levels being provided continue to be recommended. These reviews can take many forms, including (among others):

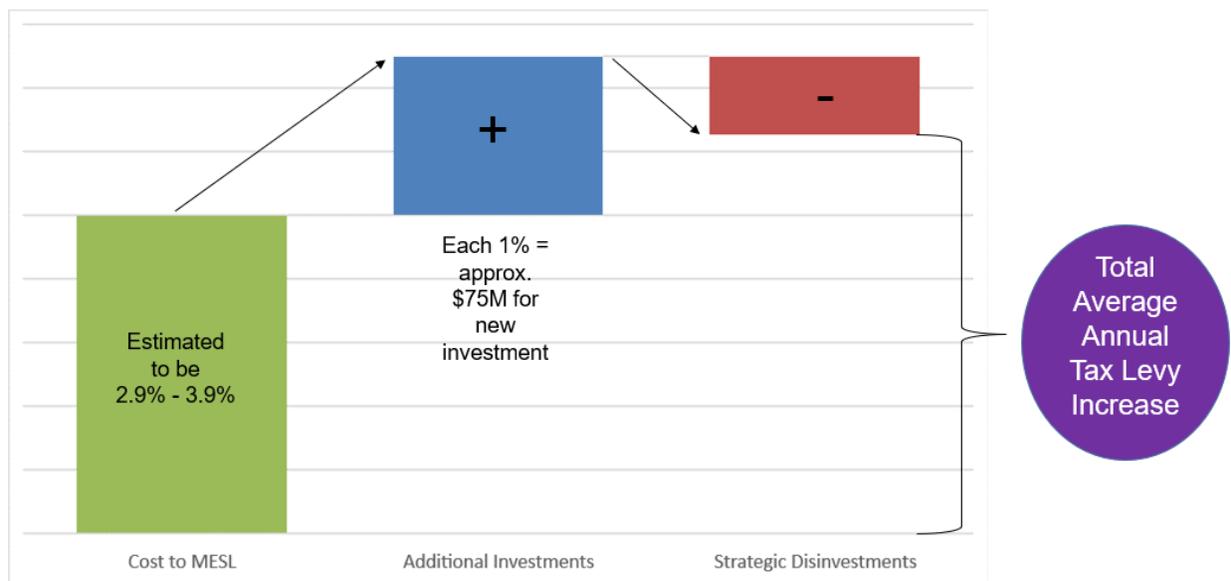
- Program Reviews – Assessment of the effectiveness and efficiency of the program in achieving the stated goals and associated key performance metrics, also considering the financial sustainability of the program;
- “Deep Dive” Service Reviews – Examination of service delivery models and levels of service in a comprehensive manner, considering levels of service and possible adjustments, alternative service delivery opportunities, potential service reductions/eliminations, etc.;
- Asset Reviews – Assessment of City of London physical assets to determine the future of the assets and whether any candidates for disposal/sale emerge for Council consideration;
- Organizational Reviews – Analysis to ensure that organizational structures are designed to be able to deliver on Council’s Strategic Plan, leverage best practices, enhance collaboration and eliminate duplication within and across service areas with the goal to create effective and efficient organizational structures that provide optimum service delivery and flexibility for future growth and increased work demands.

Civic Administration will continue to conduct these reviews throughout the 2024-2027 Multi-Year Budget cycle and will report to Council on the results of the reviews as they are completed. Should any budgetary impacts be identified, they will be reflected in a business case in the Multi-Year Budget process, or as a budget amendment in the subsequent annual budget update process.

Should Council have specific areas of interest for possible review, Civic Administration seeks this direction as soon as possible in order to conduct the reviews in time for inclusion in the Multi-Year Budget where possible. Appendix A provides a summary of the various services the City offers, as well as the associated 2023 net property tax supported budget, which may be helpful in the identification of such areas.

Summary

To reiterate, there are three primary components that determine that average annual tax levy increase for the Multi-Year Budget.



The following table outlines the implications of various tax levy increase scenarios for the 2024-2027 Multi-Year Budget:

Tax Levy Increase in MESL Range: 2.9%-3.9%	Tax Levy Increase Above the MESL Range	Tax Levy Increase Below the MESL Range
<ul style="list-style-type: none"> <li>• Current programs, services and service levels maintained</li> <li>• Zero-based reviews and budget right-sizing will be continued</li> <li>• Investment in Strategic Plan priorities limited to reallocation of existing funding, available one-time funding sources (e.g. reserve funds) and other non-tax levy funding sources (e.g. grants, user fees, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Current programs, services and service levels maintained</li> <li>• Zero-based reviews and budget right-sizing will be continued</li> <li>• Amount of additional investment in Strategic Plan priorities dependent on additional tax levy increase desired</li> <li>• Each 1% average annual tax levy increase generates approx. \$75 million of additional funding (if spread equally across the MYB period)</li> </ul>	<ul style="list-style-type: none"> <li>• Zero-based reviews and budget right-sizing will be continued</li> <li>• Direction sought from Council on areas for potential reductions or elimination</li> <li>• Investment in Strategic Plan priorities limited to reallocation of existing funding, available one-time funding sources (e.g. reserve funds) and other non-tax levy funding sources (e.g. grants, user fees, etc.)</li> </ul>

Civic Administration is therefore requesting direction from Council as to the desired average annual tax levy increase range for the 2024-2027 Multi-Year Budget period. This direction is only intended for planning purposes to guide Multi-Year Budget development and provide appropriate parameters to civic service areas and the City's agencies, boards and commissions in developing their budgets in line with Council's expectations. It should be noted that Council has discretion to deviate from this

average annual tax levy increase when deliberating the 2024-2027 Multi-Year Budget if desired; this preliminary target is not intended to commit Council to a particular tax levy increase.

Based on the direction provided by Council, Civic Administration will develop detailed budget guidelines that will be distributed to all civic service areas and agencies, boards and commissions in May. These guidelines will outline the planning assumptions that should be utilized in developing the 2024-2027 Multi-Year Budget. Areas that deviate from those planning assumptions will be required to provide justification for those deviations as part of the budget that will be presented to Council later this year.

## **2.2 2024-2027 Water and Wastewater & Treatment Rates**

The 2024-2027 Water and Wastewater & Treatment rates will be determined in large part by the required infrastructure needs and associated increased costs associated with delivering those infrastructure investments. Civic Administration will be updating the 20-year capital plans for Water and Wastewater & Treatment, which will be a key input into the 2024-2027 MYB for the utilities. As with the property tax supported budget, it is anticipated that the cost of many projects in the capital plan has increased beyond what is currently budgeted and will require right-sizing as part of the 2024-2027 MYB process.

As part of the MYB development process, Civic Administration will review all available capital funding sources to mitigate potential rate impacts of the inflationary pressures on the capital plans. Civic Administration will also be examining revenue projections, noting that water consumption trends were declining for many years due to water conservation efforts. Recently, however, consumption has been higher than anticipated, potentially due to behavioural changes as a result of COVID-19 (i.e. people spending more time at home) and also potentially due to the robust growth of the City experienced in the last few years. Future revenue forecasts will be closely reviewed to assess the sustainability of recent consumptions trends, which will inform the rate increases required to raise the necessary revenues to support the Water and Wastewater & Treatment services.

It is anticipated that multi-year Water and Wastewater & Treatment rates will be brought to Council for approval in fall 2023 alongside other changes to various fees and charges. The 2024-2027 MYB for Water and Wastewater & Treatment will be tabled and deliberated alongside the property tax supported budget based on the timelines outlined later in this report.

## **2.3 Multi-Year Budget Policy**

Civic Administration has attached a copy of the Multi-Year Budget Policy (Appendix B) for Council's reference. Civic Administration is not recommending any changes to the Policy at this time.

## **2.4 2024-2027 Multi-Year Budget Timetable**

Civic Administration plans to table the 2024-2027 Multi-Year Budget on December 12, 2023 with budget deliberations set to begin in February 2024. Civic Administration will be seeking final Council approval of the budget in March 2024. For the complete preliminary budget timetable refer to Appendix C. The following graphic outlines the anticipated activities leading up to budget tabling in December:



## 2.5 Budget By-law Governing Agencies, Boards and Commissions

To formalize the budget expectations of the City’s agencies, boards and commissions, a by-law (Appendix D) has been developed to outline the requirements of the ABC’s in the City’s budget process. This by-law outlines:

- Budget submission deadlines;
- Requirement to submit budgets in the format and level of detail required by the City;
- The timing of payments made by the City to ABC’s;
- Parameters for non-compliance with the by-law, including the potential freezing or reduction of the ABC’s budget.

This by-law is largely intended to formalize existing expectations and ensure the efficiency of the budget process by ensuring expectations are consistent and clearly defined.

## 2.6 Preliminary Public Engagement Plan

Public engagement on the MYB will continue to be an important element of the process. The MYB public engagement activities will be aligned with and guided by the City of London’s Community Engagement Policy (<https://london.ca/council-policies/community-engagement-policy>). It is important to note that these engagement activities complement the various engagement initiatives that the City already undertakes, notably the 2023-2027 Strategic Plan, which utilized various other public engagement tools. For the 2024-2027 MYB, the emphasis will continue to be on:

- Informing – providing detailed information and awareness to the public;
- Consulting – encouraging the public to provide feedback through the appropriate forums, educating community members on how to provide feedback to Council and working with Council to share feedback the Financial Planning and Policy office has received.

Although public engagement activities for the 2021 and 2022 Annual Budget Updates were somewhat disrupted by the inability to host in-person events due to the COVID-19 pandemic, Civic Administration utilized the three annual budget updates to the 2020-2023 MYB to explore other engagement approaches and channels. For example, virtual events (which had not been utilized prior to the pandemic) were introduced and were generally as well attended (and in some cases better attended) than in-person alternatives. These learnings have been incorporated into the preliminary public engagement plan for the 2024-2027 MYB, which will be supplemented by the public engagements activities that were found to be effective during the last MYB process, as well as other new engagement approaches that will be trialled for this MYB process.

Elements that will continue to be emphasized in Civic Administration’s plan include:

- Ensuring multiple channels are utilized to provide the greatest variety of engagement opportunities;
- Utilizing a blend of pre-budget tabling awareness on the municipal budget and the MYB process, as well as post-budget tabling education and feedback on the various decision points contained within the budget;
- Highlighting the various means of providing feedback on the budget;
- Consideration of the times and location of events to maximize accessibility and opportunities to participate;
- Aiding accessibility and decreasing barriers to participation by providing alternate formats of materials when requested and continuing to offer accessibility tools/equipment at in person events.

Appendix E outlines all proposed City of London Multi-Year Budget engagement methods with associated timelines.

## **Conclusion**

The 2024-2027 Multi-Year Budget will be the implementation vehicle for the 2023-2027 Strategic Plan. This report initiates the 2024-2027 MYB process by seeking Council’s direction on a desired average annual tax levy increase for planning purposes to establish parameters for the development of the 2024-2027 Multi-Year Budget. It should be noted that this guidance does not commit Council to a particular average annual tax levy increase and that the decision points in the MYB process will determine the tax levy increase that is ultimately approved to achieve Council’s priorities.

Based on the direction provided by Council, Civic Administration will develop detailed budget guidelines that will be distributed to all civic service areas and agencies, boards and commissions in May. These guidelines will outline the planning assumptions that should be utilized in developing the 2024-2027 Multi-Year Budget.

**Submitted by:** Kyle Murray, CPA, CA, Director, Financial Planning & Business Support

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

## APPENDIX A

### 2023 Operating Budget by Service

2023 Operating Budget (\$ Thousands)	Expenditure Budget	Non-Tax Levy Revenue	Tax Levy Revenue
Centennial Hall	848	657	191
Arts, Culture & Heritage Advisory & Funding	2,511	0	2,511
Museum London	1,927	0	1,927
Eldon House	308	0	308
Heritage	1,481	0	1,481
Library Services	22,129	0	22,129
<b>Total Culture Services</b>	<b>29,204</b>	<b>657</b>	<b>28,547</b>
Economic Development	9,002	1,528	7,474
Community Improvement / Business Improvement Areas	2,966	925	2,041
RBC Place London	678	0	678
Tourism & Sports Attraction	2,147	0	2,147
Covent Garden Market	0	0	0
<b>Total Economic Prosperity</b>	<b>14,792</b>	<b>2,453</b>	<b>12,339</b>
Kettle Creek Conservation Authority	316	0	316
Lower Thames Valley Conservation Authority	72	0	72
Upper Thames River Conservation Authority	1,727	0	1,727
Climate Change & Environmental Stewardship	1,674	355	1,319
Recycling & Composting	22,416	11,615	10,802
Garbage Collection & Disposal	19,704	5,234	14,471
<b>Total Environmental Services</b>	<b>45,909</b>	<b>17,204</b>	<b>28,706</b>
Aquatics	5,175	3,717	1,458
Arenas	8,722	6,718	2,004
Community Centres	3,694	1,742	1,952
Community Development & Grants	8,843	3,270	5,573
Community Recreation & Leisure Programming	3,810	2,323	1,487
Golf	3,234	3,234	0
Special Events Coordination	442	133	309
Sports Services	2,311	979	1,332
Storybook Gardens	2,045	1,868	177
Recreation Administration	3,468	310	3,158
Parks & Horticulture	8,773	0	8,773
Parks & Natural Areas Planning & Design	1,034	0	1,034
Urban Forestry	5,782	106	5,676
<b>Total Parks, Recreation &amp; Neighborhood Services</b>	<b>57,332</b>	<b>24,399</b>	<b>32,933</b>

2023 Operating Budget (\$ Thousands)	Expenditure Budget	Non-Tax Levy Revenue	Tax Levy Revenue
Building Approvals	8,970	8,429	541
Planning Services	4,013	264	3,749
Development Services	6,079	3,357	2,722
<b>Total Planning &amp; Development Services</b>	<b>19,061</b>	<b>12,050</b>	<b>7,011</b>
Animal Services	3,300	1,205	2,094
By-Law Enforcement & Property Standards	3,763	2,620	1,142
Emergency Management	1,287	6	1,281
Security Services	2,423	61	2,362
Fire & Rescue Services	66,143	110	66,033
Fire Prevention & Education	4,443	216	4,227
London Police Services	137,311	9,471	127,840
<b>Total Protective Services</b>	<b>218,669</b>	<b>13,688</b>	<b>204,981</b>
Housing Services	20,797	11,063	9,734
Housing Development Corporation	3,386	0	3,386
London & Middlesex Community Housing	14,912	0	14,912
Adult Day Programs	604	576	28
Long Term Care (Dearness Home)	26,301	20,194	6,107
Homemakers	217	144	73
Land Ambulance	29,535	0	29,535
Middlesex-London Health Unit	7,345	0	7,345
Housing Stability Services	24,023	13,937	10,086
Immigration Services	622	353	269
Subsidized Transit	1,512	0	1,512
Ontario Works	149,347	135,054	14,293
Children's Services	60,608	52,389	8,218
<b>Total Housing, Social &amp; Health Services</b>	<b>339,209</b>	<b>233,711</b>	<b>105,499</b>
Parking	4,396	8,380	(3,984)
Conventional Transit	35,804	0	35,804
Specialized Transit	10,033	0	10,033
Roadway Maintenance	17,729	3,823	13,906
Roadway Planning & Design	4,750	1,417	3,333
Winter Maintenance	17,653	543	17,110
Traffic Control & Street Lights	17,032	1,509	15,523
Rapid Transit	80	80	0
<b>Total Transportation Services</b>	<b>107,478</b>	<b>15,752</b>	<b>91,726</b>

2023 Operating Budget (\$ Thousands)	Expenditure Budget	Non-Tax Levy Revenue	Tax Levy Revenue
AODA	434	0	434
Asset Management	942	401	541
Dispatch	1,213	301	912
Facilities	25,748	553	25,195
Fleet Management	118	78	40
Geomatics	2,341	909	1,432
People Services	6,920	894	6,027
Human Rights	407	0	407
Legal Services	3,565	83	3,482
Finance Payroll Services	1,432	256	1,176
Purchasing	2,117	733	1,384
Realty Services	2,211	1,332	879
Risk Management	570	176	394
Information Technology	22,898	532	22,366
Employee Systems	710	91	619
Anti Racism Anti Oppression	943	125	818
Corporate Management	2,251	23	2,228
Advisory Committees	120	0	120
Internal Audit	338	8	330
Councillors' Offices	1,788	0	1,788
Mayor's Office	619	0	619
Municipal Elections	856	861	(5)
Secretariat Support-City Clerk	1,320	29	1,291
Administration of Justice	4,070	5,802	(1,732)
Taxation	2,504	2,068	436
Corporate Communications	1,797	82	1,715
Service London	1,137	0	1,137
Licensing & Certificates	851	906	(55)
Cafeteria	459	324	135
Information & Archive Mgmt.	1,835	34	1,801
<b>Total Corporate, Operational and Council Services</b>	<b>92,513</b>	<b>16,601</b>	<b>75,912</b>
Capital Financing	128,733	0	128,733
Other Related Financing	53,477	41,685	11,792
Finance	10,902	2,623	8,279
<b>Total Financial Management</b>	<b>193,112</b>	<b>44,308</b>	<b>148,804</b>
<b>Total Budget</b>	<b>1,117,281</b>	<b>380,823</b>	<b>736,458</b>

Subject to rounding.

## APPENDIX B

### Multi-Year Budget Policy

**Policy Name:** Multi-Year Budget Policy

**Legislative History:** Enacted June 13, 2017 (By-law No. CPOL.-45-241); Amended July 24, 2018 (By-law No. CPOL.-45(a)-374); Amended August 10, 2021 (By-law No. CPOL.-45(b)-239)

**Last Review Date:** August 10, 2021

**Service Area Lead:** Director, Financial Planning & Business Support (or written designate)

#### 1. Policy Statement

*Municipal Act, 2001*, Section 291(1) authorizes a municipality to prepare and adopt a budget covering a period of two to five years in the first year to which the budget applies or in the year immediately preceding the first year to which the budget applies. The process for preparing and adopting a multi-year budget and the requirements for a municipality's budget are prescribed in the *Municipal Act, 2001*.

If a municipality chooses to adopt a multi-year budget, establishing an annual review process is mandatory as outlined in section 291(4) of the *Municipal Act, 2001*. The annual review process requires Council to readopt the budget for that year and subsequent years that the budget applies in order to ensure the municipality has sufficient funds to pay all debts, amounts required for sinking funds or retirement funds, and amounts required for boards, commissions or other bodies. Also, pursuant to section 290(6) of the *Municipal Act, 2001* the passing of a multi-year budget does not limit the power of a municipality to amend or revoke a budget adopted under section 290 nor does it remove the obligation of a municipality to levy taxes/rates in each year.

Integration and alignment of Council's Strategic Plan to the multi-year budget links the delivery of the Strategic Plan with the funding requirements. Benefits of multi-year budgeting include the following:

- Alignment of longer-term goals and objectives with longer-term funding plans;
- Greater certainty is provided to tax/rate payers/residents about the future direction of taxes/rates and the timing of implementation of the Strategic Plan;
- Improved accountability and transparency over spending plan changes; and
- Prioritization principles aligned with service delivery principles that include:
  - Risk profile
  - Degree and speed of implementation.
  - Balancing competing needs across various strategic areas of focus.
  - Impact to the community.

#### Purpose

The purpose of the Multi-Year Budget policy is to define the approach to be used for multi-year budgeting and Council approvals.

#### 2. Definitions

- 2.1. **Capital Budget** – A budget that funds new infrastructure projects as well as expands and maintains existing infrastructure. Some of the expenses could include: A new arena, widening roads, and roof replacement on an existing community centre.
- 2.2. **City of London** – The Corporation of the City of London
- 2.3. **City Treasurer** – The individual appointed by the municipality as treasurer.
- 2.4. **Civic Service Areas** – Service Areas that operate within the Corporation.

- 2.5. **Boards and Commissions** – Groups outside the Corporation, typically (although not always) funded by the municipal tax base, that provide specific and/or specialized services to the London community.
- 2.6. **Budget** – An estimated financial plan of revenue and expenditure for a set period of time.
- 2.7. **Multi-Year Budget** – Approval of a four year operating and capital budget.
- 2.8. **Multi-Year Budget Policy** – Refers to this policy.
- 2.9. **Municipal Act** – Refers to legislation that governs municipalities in Ontario.
- 2.10. **Net Budget** – The net budget is the cost to deliver the City of London’s programs and services, after accounting for all non-tax/non-rate revenues and subsidies received. This is the portion of the budget that is paid for through property taxes or utility rates.
- 2.11. **Operating Budget** – A budget that funds the day to day operations of the municipality. Some of the expenses could include personnel, utilities, and reserve fund contributions.

### 3. **Applicability**

The scope of multi-year budgeting, including both operating and capital, extends to all City of London Service Areas, boards, and commissions and applies to both the property tax supported as well as water and wastewater & treatment rate supported budgets.

### 4. **The Policy**

#### 4.1. **Approvals / Adjustments to Multi-Year Budget:**

- 4.1.1. A Multi-Year Budget is developed covering a four year time period beginning in the second year of a new Council term. Annual updates for years two and three will be brought forward for Council consideration during the remaining Council term. The first year of a new Council term will reconfirm the fourth year of the Multi-Year Budget.
- 4.1.2. Early in a new Council term, Council will develop its Strategic Plan. Council will approve a four year average annual tax levy adjustment from rates and four year water and wastewater rates that address municipal inflationary pressures and funding for additional investments that are aligned with Council’s Strategic Plan.
- 4.1.3. After Council approves the Strategic Plan and the Multi-Year Budget, Civic Administration will prepare corporate business plans that clearly outline the current state and future direction of each service. The business plans will identify the strategies and priorities that are driving the strategic direction of the service. All strategies and priorities must be aligned with the Council’s Strategic Plan and the funding approved through the Multi-Year Budget. Throughout the Multi-Year Budget process, business plans will be modified for material changes that result from any material amendments through annual updates.
- 4.1.4. Civic Administration will present to Council a budget that is in compliance with the *Municipal Act, 2001*. The budget will contain adjustments to reflect inflationary pressures and additional investments or disinvestments that would further adjust the budget requirement. Each additional investment or disinvestment submitted for Council consideration shall be supported with a comprehensive business case.

4.1.5. In the first year of a budget cycle, the Civic Administration will be seeking approval of a Multi-Year Budget for a four year period. Commencing in the second year and in each subsequent year of the multi-year budget, Council is required by the *Municipal Act, 2001* to review and readopt the budget for that year. As part of the review process, Council is required to make changes that are required for the purpose of making the budget compliant with the provisions of the *Act* which include ensuring that the municipality has sufficient funds to pay all debts, amounts required for sinking funds or retirement funds and amounts required for boards, commissions or other bodies. As such, Council will have the opportunity to make other amendments to the budget annually. In addition to the matters required to be addressed by the *Municipal Act, 2001*, the scope of annual budget changes may include, but are not limited to, the following:

- a) **New or Changed Regulation** – A new or changed legislation or regulation with a financial impact to the municipality.
- b) **New Council Direction** – A new Council direction that has transpired after the approval of the Multi-Year Budget.
- c) **Cost or Revenue Driver** – A corporate or service area budget adjustment as a result of changes in economic conditions.

Proposed changes to future years' operating budgets should only be brought forward and approved once per year. Adjustments are limited to once per year, during the annual update period, to ensure that all requests are considered together.

4.1.6. The City Treasurer or designate is authorized to make adjustments considered "housekeeping" in nature including operating and capital budget transfers made by a service that do not change the net budget.

4.1.7. The City Treasurer or designate would be authorized to release budget funds prior to a new Multi-Year Budget or Annual Budget Update approval up to a prorated amount based on the previous fiscal year's approved budget. Such authorization will continue for a reasonable period of time until budget approval of a new Multi-Year Budget or Annual Budget Update.

## APPENDIX C

### Budget Timetable

Description	Date
Table the General Property Tax, Water and Wastewater & Treatment Budgets	December 12, 2023 (4:00 pm at SPPC)
Budget Public Participation Meeting	February 6, 2024 (4:00 pm at SPPC)
Property Tax, Water and Wastewater & Treatment Operating and Capital Budget Review*	February 8, 2024 (9:30 am at SPPC) February 9, 2024 (9:30 am at SPPC) February 15, 2024 (9:30 am at SPPC) February 16, 2024 (9:30 am at SPPC) February 22, 2024 (9:30 am at SPPC) February 23, 2024 (9:30 am at SPPC)
Budget Public Participation Meeting	February 27, 2024 (4:00 pm at SPPC)
Property Tax, Water and Wastewater & Treatment Budget Approval	March 5, 2024 (1:00 pm at Council)

\* More detailed information on the structure of the agendas for these sessions will be determined in the upcoming months.

## APPENDIX D

### Boards, Commissions or Other Bodies Budget By-law

Bill No.  
2023

By-law No.

A By-law to authorize the form and detail of the budget of various boards, commissions or other bodies and the specific dates for which they are required to submit their budgets to The Corporation of the City of London.

**WHEREAS**, pursuant to ss. 291(4)(b) and ss. 290(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, in the immediately preceding year, the City is required to prepare a budget including estimates of all sums required during the year for the purposes of the City, including,

- (a) amounts sufficient to pay all debts of the City falling due within the year;
- (b) amounts required to be raised for sinking funds or retirement funds; and
- (c) amounts required for any board, commission or other body;

**AND WHEREAS** the City operates on a 4-year Multi-Year Budget (MYB) cycle, as permitted by ss. 291(1) of the *Municipal Act, 2001*;

**AND WHEREAS** pursuant to ss. 291(8) of the *Municipal Act, 2001*, for the purpose of adopting a multi-year budget for two or more years or readopting a multi-year budget for one or more remaining years, a municipality may require that a budget for the year or years of every board, commission or other body for which the municipality is required by law to levy a tax or provide money, be submitted to the municipality on or before a date specified by the municipality and that the budget shall be in such detail and form as the by-law provides;

**AND WHEREAS** pursuant to subsection 10(2) of the *Municipal Act, 2001*, the City may pass by-laws respecting: 1. Governance structure of its local boards; 2. Accountability and transparency of its local boards and their operations; 3. Financial management of its local boards, (where "local board" is defined in that section to mean a local board other than a child and family services review board, a board of health, a committee of management, a police services board, a public library board, or a corporation established under s. 203);

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

1. Where the City has been requested, or is required, to levy a tax or provide money to a board, commission or other body ("Body" or "Bodies"), the Body shall submit to the City its budget in accordance with the applicable attached Schedules 1, 2, 3 or 4.
2. By-law A.-7136-243 is repealed.
3. The short title of this by-law is the Boards, Commissions or Other Bodies Budget By-law.
4. This By-law comes into force and effect on the day it is passed.

PASSED in Open Council on \_\_\_\_\_, 2023.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading –  
Second Reading –  
Third Reading –

## SCHEDULE 1

(note: the authority for this Schedule is ss. 291(8) of the *Municipal Act, 2001*; this Schedule is applicable to every board, commission or other body for which the City is required by law to levy a tax or provide money)

**WHEREAS** pursuant to subsection 291(8) of the *Municipal Act, 2001*, for the purpose of adopting a multi-year budget for two or more years or readopting a multi-year budget for one or more remaining years, a municipality may require that a budget for the year or years of every board, commission or other body for which the municipality is required by law to levy a tax or provide money, be submitted to the municipality on or before a date specified by the municipality and that the budget shall be in such detail and form as the by-law provides;

**NOW THEREFORE** this Schedule 1 is applicable to the following boards, commissions or other bodies (“Body” or “Bodies”) for which the City is required by law to levy a tax or provide money, pursuant to ss. 291(8) of the *Municipal Act, 2001*:

- (1) London Police Services Board;
- (2) London Public Library Board;
- (3) Middlesex-London Health Unit;
- (4) London & Middlesex Community Housing Inc.;
- (5) Conservation Authorities (Kettle Creek Conservation Authority, Upper Thames Valley Conservation Authority, Lower Thames Valley Conservation Authority); and
- (6) The Corporation of the County of Middlesex (*Ambulance Act* cost apportionment);

### **Budget Submission Requirements**

1. The following are the City of London requirements for the budget that must be submitted to the City by the Bodies listed above in this Schedule 1:

- (1) **Date of Submission:**
  - (a) A Body shall submit its budget approved by its governing body annually to the City by September 30.
  - (b) The Body shall submit to the City a draft budget by August 15.
- (2) **Detail and form:**
  - (a) A Body is required to submit a Multi-Year Budget to the City based on the City’s 4-year Multi-Year Budget cycle.
  - (b) A Body shall provide documentary evidence to the City that its governing body approved the budget.
  - (c) A Body shall submit to the City its budget and supporting budget materials (including but not limited to budget documents, assessment growth requests and business plans) in the form and level of detail that is specified in the City’s annual budget guidelines document.
  - (d) The budget shall set out the Body’s estimated revenues and expenses, in such detail and form as the City requires in this by-law and in the City’s annual budget guidelines document.

### **Payments by City**

2. The timing and amount of payments of budgetary amounts by the City to Bodies is entirely within the City’s discretion, in accordance with and subject to applicable legislation, regulations and by-laws.

**Compliance**

3. Where a Body fails to comply with the requirements of this By-law, the Body's budget amount may be subject to reduction or "freezing" based on the previous year's budget, subject to any contractual or legislative requirements.

## SCHEDULE 2

*(note: the authority for this Schedule is section 10(2) of the Municipal Act, 2001; the City is not legally required to provide funding to the Body; a by-law or private legislation requires that the Body provide a budget to the City)*

**WHEREAS** section 10(2) of the *Municipal Act, 2001* provides that the City may pass by-law respecting: in paragraph 2, Accountability and transparency of its local boards and their operations; in paragraph 3. Financial management of the municipality and its local boards (meaning a local board other than a child and family services review board, a board of health, a long-term care home committee of management; a police services board, a public library board, or a corporation established under s. 203);

**NOW THEREFORE** this Schedule 2 is applicable to the following boards, commissions or other bodies (“Body” or “Bodies”) for which the City is not required by law to levy a tax or provide money, but which are required to submit a budget to the City pursuant to a City of London By-law, or Private legislation:

- (1) Covent Garden Market Corporation;
- (2) Eldon House Corporation;
- (3) London Convention Centre; and
- (4) London Transit Commission.

### **Budget Submission Requirements**

1. The following are the City of London requirements for the budget that must be submitted to the City by the Bodies listed above in this Schedule 2:

- (1) **Date of submission:**
  - (a) A Body shall submit its budget approved by its governing body annually to the City by September 30.
  - (b) The Body shall submit to the City a draft budget by August 15.
- (2) **Detail and form:**
  - (a) A Body is required to submit a Multi-Year Budget to the City based on the City’s 4-year Multi-Year Budget cycle.
  - (b) A Body shall provide to the City documentary evidence that its governing body approved the budget.
  - (c) A Body shall submit to the City its budget and supporting budget materials (including but not limited to budget documents, assessment growth requests and business plans) in the form and level of detail that is specified in the City’s annual budget guidelines document.
  - (d) The budget shall set out the Body’s estimated revenues and expenses, in such detail and form as the City requires in this by-law and in the City’s annual budget guidelines document.

### **Payments by City**

2. The timing and amount of payments by the City to Bodies of budgetary amounts is entirely within the City’s discretion, in accordance with and subject to applicable legislation, regulations and by-laws.

### **Compliance**

3. Where a Body fails to comply with the requirements of this By-law, the Body’s budget amount may be subject to reduction or “freezing” based on the previous year’s budget, subject to any contractual or legislative requirements.

## SCHEDULE 3

*(note: the City has a contractual obligation to provide some funding or a grant to the Bodies in this Schedule)*

**WHEREAS** section 107 of the *Municipal Act, 2001* provides that a municipality may make grants to any person, group or body for any purpose that council considers to be in the interests of the municipality;

**NOW THEREFORE** this Schedule 3 is applicable to the following Bodies for which the City is not required by law to levy a tax or provide money, and which are not required to submit a budget to the City, but which have a contract with the City with respect to submitting an annual budget or business plan as a condition precedent to receiving any Grant or payment for services from the City:

- (1) Tourism London (contractual grant); and
- (2) London Economic Development Corporation (contractual payment for services).

### **Budget Submission Requirements**

1. If an above-listed Body asks the City to provide it with a grant, in addition to any requirements set out in a contract with the City, the following are the City of London requirements for the budget that must be submitted to the City by the Bodies listed above in this Schedule 3:

- (1) **Date of submission:**
  - (a) A Body shall submit its budget approved by its governing body annually to the City by September 30.
  - (b) The Body shall submit to the City a draft budget by August 15.
- (2) **Detail and form:**
  - (a) If a Body asks the City to provide it with a grant, the Body is required to submit a Multi-Year Budget to the City based on the City's 4-year Multi-Year Budget cycle.
  - (b) If a Body asks the City to provide it with a grant, the Body shall provide documentary evidence that its governing body approved the budget.
  - (c) If a Body asks the City to provide it with a grant, the Body shall submit to the City its budget and supporting budget materials (including but not limited to budget documents, assessment growth requests and business plans) in the form and level of detail that is specified in the City's annual budget guidelines document.
  - (d) If a Body asks the City to provide it with a grant, the budget shall set out the Body's estimated revenues and expenses, in such detail and form as the City requires in this by-law and in the City's annual budget guidelines document.

### **Payments by City**

2. The timing and amount of payments, if any, by the City to Bodies of budgetary amounts is entirely within the City's discretion, in accordance with and subject to applicable legislation, regulations, by-laws, and contracts.

### **Compliance**

3. Where a Body fails to comply with the requirements of this By-law, the Body's budget amount may be subject to reduction or "freezing" based on the previous year's budget, subject to any contractual or legislative requirements.

## SCHEDULE 4

*(note: the authority for this Schedule is section 107 of the Municipal Act, 2001; the City has no obligation to provide funding to the Bodies in this Schedule. If the City provides funding, it is a discretionary grant)*

**WHEREAS** section 107 of the *Municipal Act, 2001* provides that a municipality may make grants to any person, group or body for any purpose that council considers to be in the interests of the municipality;

**NOW THEREFORE** this schedule 4 is applicable to the following Bodies for which the City is not required by law to levy a tax or provide money, and which are not required to submit a budget to the City, and which do not have a contract with the City with respect to submitting an annual budget as a condition precedent to receiving any Grant from the City:

- (1) Museum London; and
- (2) Housing Development Corporation, London.

### **Budget Submission Requirements**

1. If an above-listed Body asks the City to provide it with a grant, in addition to any requirements set out in a contract with the City, the following are the City of London requirements for the budget that must be submitted to the City by the Bodies listed above in this Schedule 4:

- (1) **Date of submission:**
  - (a) A Body shall submit its budget approved by its governing body annually to the City by September 30.
  - (b) The Body shall submit to the City a draft budget by August 15.
- (2) **Detail and form:**
  - (a) If a Body asks the City to provide it with a grant, the Body is required to submit a Multi-Year Budget to the City based on the City's 4-year Multi-Year Budget cycle.
  - (b) If a Body asks the City to provide it with a grant, the Body shall provide documentary evidence to the City that its governing body approved the budget.
  - (c) If a Body asks the City to provide it with a grant, the Body shall submit to the City its budget and supporting budget materials (including but not limited to budget documents, assessment growth requests and business plans) in the form and level of detail that is specified in the City's annual budget guidelines document.
  - (d) If a Body asks the City to provide it with a grant, the budget shall set out the Body's estimated revenues and expenses, in such detail and form as the City requires in this by-law and in the City's annual budget guidelines document.

### **Payments by City**

2. The timing and amount of payments, if any, by the City to Bodies of budgetary amounts is entirely within the City's discretion, in accordance with and subject to applicable legislation, regulations, by-laws, and contracts.

### **Compliance and Administrative Penalty**

3. If a Body fails to comply with the requirements of this By-law, the City may reduce or reject entirely the Body's requested grant amount, subject to any contractual requirements.

## APPENDIX E

### Preliminary Budget Public Engagement Plan

Engagement Vehicles	Comments/Notes	Timelines
<b>Online - Website</b>	Continue to post all budget information and updates on <a href="http://www.london.ca/budget">www.london.ca/budget</a> as well as Get Involved Portal and Open Data Portal.	September 2023 – March 2024
<b>Newsprint</b>	Advertise budget key dates and contact information in the Londoner and local community newspapers to reach community members through non-digital means.	November 2023
<b>Bus Advertisements</b>	Place advertisements with key dates/direction to Get Involved website.	November 2023 – January 2024
<b>Digital Advertisements</b>	Display advertisements across various websites promoting Get Involved website to access more information and key dates.	November 2023 – January 2024
<b>Community Calendars</b>	Leveraging media online and broadcast community calendars to promote open house and public participation meetings.	November 2023 – March 2024
<b>Community Billboards &amp; Facility Televisions</b>	Utilize city-wide digital billboards and facility televisions to promote and advertise Get Involved website and advertise Open House/Virtual Sessions and public participation meetings.	November 2023 – March 2024
<b>Email Distributions</b>	Communicate and release details on budget information, events and key dates to subscribed users, both through City E-news and Get Involved website.	November 2023 – March 2024
<b>Social Media</b>	Continue to use our Twitter, Facebook, Instagram accounts to distribute information about meetings.  Utilization of advertisements to promote Get Involved website.	November 2023 – March 2024
<b>Virtual Information Sessions</b>	Schedule online information sessions to provide information on municipal finances and the City's budget process, present the tabled budget information and answer submitted questions from attendees.	November 2023 - January 2024
<b>Budget Breakdown Calculator</b>	Update the City's online property tax calculator to highlight how taxes are spent.	December 2023- March 2024
<b>Materials Available at Public Library Branches</b>	Provide printed copy of budget document at each branch of London's Public Library system.	December 2023 - March 2024
<b>Budget Open House</b>	Opportunity for residents to come out and speak with Civic Administration to ask questions about the budget.	January 2024

<b>Engagement Vehicles</b>	<b>Comments/Notes</b>	<b>Timelines</b>
<b>Pop Up Events</b>	Set up multiple short events at locations open to the public to engage with the community, with the focus being on education with respect to municipal finances and the budget.	January 2024
<b>Business Case Feedback Tool</b>	Set up an interactive feedback gathering tool, such as a survey or budget allocation exercise, to allow residents to provide feedback on how they would prioritize or allocate funds to available business cases.	January 2024
<b>Budget Participation Meetings</b>	An opportunity for residents to provide written submissions and speak to Council members to provide input on the budget.	February 2024
<b>Attendance at Councillor Ward Meetings</b>	Participate in Councillor ward meetings to present information and answer questions regarding the budget and/or municipal finances.	As requested by Councillors
<b>Attendance at Community Group Meetings</b>	The City Treasurer (and/or designates) will attend meetings/gatherings to do a short presentation as well as Q&A session.	As requested by Community Groups
<b>Attendance at Advisory Committees</b>	Present budget information and overview of business cases to City of London Advisory Committees.	As requested by Advisory Committees



# 2024-2027 Multi-Year Budget Target Setting

April 18, 2023

[london.ca](http://london.ca)

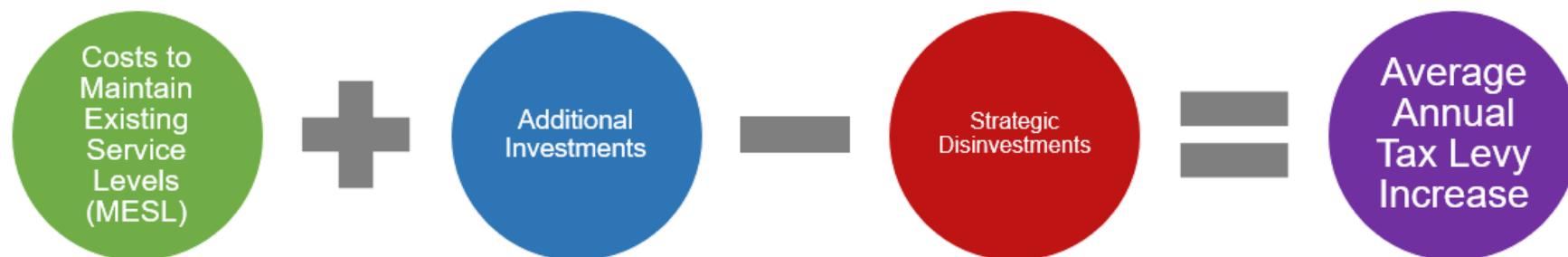


## Objectives of the Report

- Obtain Council direction on the desired average annual tax levy increase range for the 2024-2027 Multi-Year Budget for planning purposes;
- Provide a summary of the 2024-2027 MYB timelines;
- Provide an overview of the public engagement plan for the 2024-2027 MYB;
- Obtain Council approval of a by-law to formalize budget submission deadlines and requirements for the City's agencies, boards and commissions



# Components of the Tax Levy Increase





## Costs to Maintain Existing Service Levels

- Estimated to be in the range of **2.9%** to **3.9%** per year based on:
  - Right-sizing of 2023 budgets where opportunities exist to reallocate budgetary resources to offset other pressures;
  - Preliminary scan conducted by civic service areas and agencies, boards and commissions of anticipated operating and capital budget pressures primarily as a result inflationary conditions over 2021-2023;
  - Continued moderation of inflationary pressures on operating and capital budgets to more “normal” historical levels over the coming months;
  - A preliminary estimate of the impacts of the *More Homes Built Faster Act* (Bill 23) and other legislative changes impacting the 2024-2027 Multi-Year Budget;
- Estimated range is based on preliminary modelling that will be refined as detailed budget development is undertaken and greater clarity is obtained on financial impacts of legislative changes.



## Additional Investments

- Many strategies within the Strategic Plan can be accomplished within existing budgetary resources or have non-property tax supported sources of financing available that do not require a tax levy increase;
- Council may wish to invest additional property tax funds where alternate funding sources are not available;
- It is estimated that **each 1% average annual tax levy increase** would result in approximately **\$75 million of total additional funding over the 4-year MYB period** to implement strategies requiring additional investment (assuming the additional increase is spread evenly over the 4 years);
  - 0.5% additional increase each year = \$37.5M for additional investment = 3.4% to 4.4% total average tax levy increase
  - 1% additional increase each year = \$75M for additional investment = 3.9% to 4.9% total average tax levy increase
  - 2% additional increase each year = \$150M for additional investment = 4.9% to 5.9% total average tax levy increase
- It is estimated that to fully implement all strategies identified as requiring additional funding in the Strategic Plan during the 2024-2027 Multi-Year Budget period, an average annual tax levy increase in excess of 8% per year would be required;
- Additional investment business cases will be based on the strategies identified as requiring additional funding in the 2023-2027 Strategic Plan and Council will have decision-making responsibility for which to approve;
  - If there are other investments that Council wishes to make that are not identified in the Strategic Plan, these initiatives should be raised through the appropriate standing committee to obtain direction for Civic Administration to prepare a business case accordingly

[london.ca](http://london.ca)

5

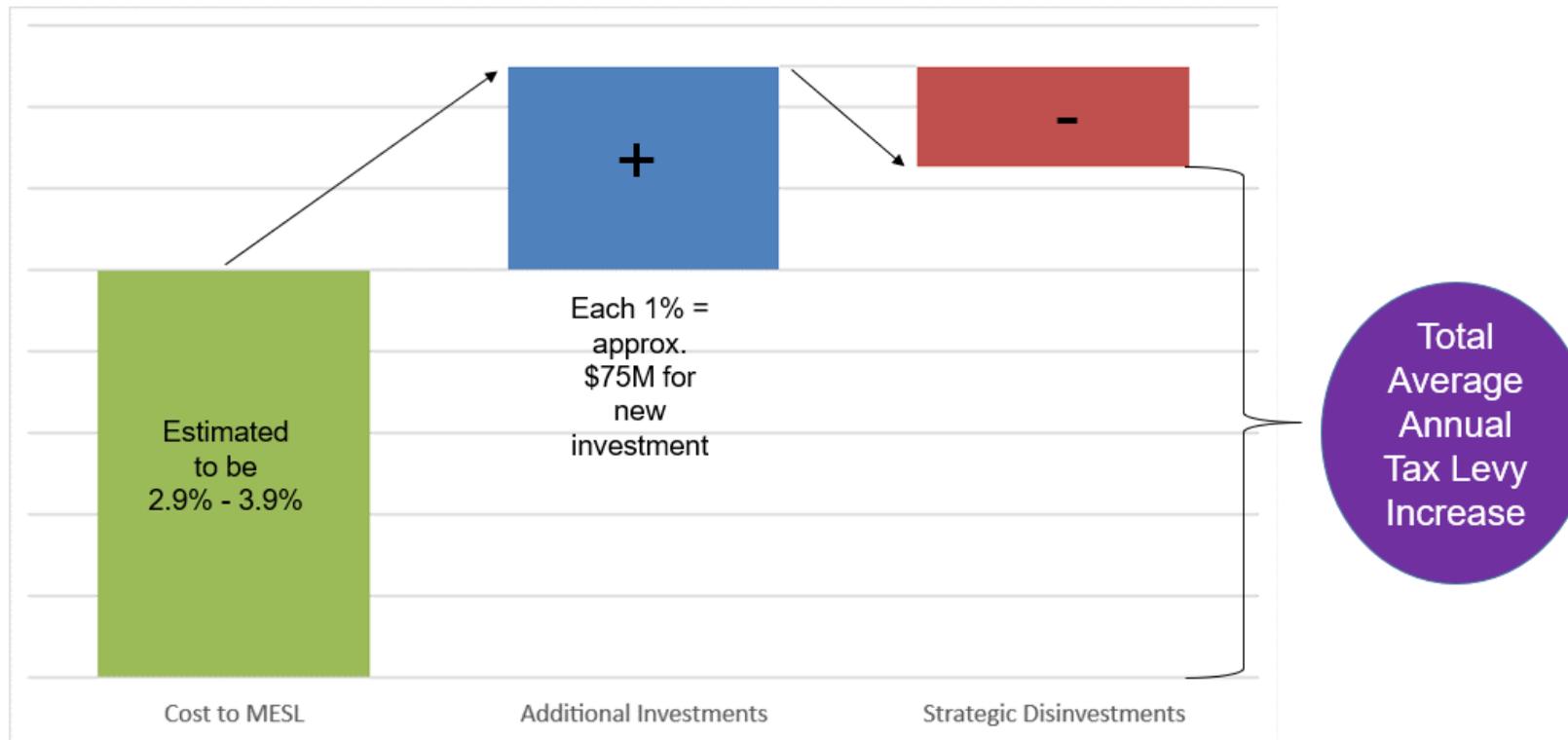


# Strategic Disinvestments

- Civic Administration will continue to utilize zero-based budgeting techniques throughout the 2024-2027 Multi-Year Budget cycle to identify potential budget savings or opportunities to reallocate funds to offset other pressures elsewhere in the budget. These reviews generally do not have impacts on services or service levels; rather they are focused on “right-sizing” budgets to reflect the current service levels being provided.
- Civic Administration also regularly reviews the City’s operations with consideration to whether the existing services and/or service levels being provided continue to be recommended:
  - Program reviews
  - “Deep Dive” service reviews
  - Asset reviews
  - Organizational reviews
  - Etc.
- Civic Administration will continue to conduct these reviews throughout the 2024-2027 Multi-Year Budget cycle and will report to Council on the results of the reviews as they are completed. Should any budgetary impacts be identified, they will be reflected in a business case in the Multi-Year Budget process, or as a budget amendment in the subsequent annual budget update process.
- Should Council have specific areas of interest for possible review, Civic Administration seeks this direction as soon as possible in order to conduct the reviews in time for inclusion in the Multi-Year Budget where possible.



# Recap – Components of the Average Annual Tax Levy Increase





## Other Components of Report

- 2024-2027 Water and Wastewater rates preliminary discussion
- Multi-Year Budget Policy
- 2024-2027 Multi-Year Budget timetable
- Budget by-law governing agencies, boards and commissions
- Preliminary public engagement plan



# Summary

Council direction is sought on the desired average annual tax levy increase range for the 2024-2027 Multi-Year Budget for planning purposes;



April 3, 2023

Michael Schulthess, City Clerk  
City Clerk's Office  
The Corporation of the City of London  
300 Dufferin Avenue  
London, ON N6A 4L9

**VIA EMAIL COMMUNICATION**

**Re: Request for Delegation Status**

Dear Mr. Schulthess:

We hereby request delegation status to appear in front of the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"), the sole shareholder of London Hydro Inc. ("London Hydro"), at its meeting on either May 30<sup>th</sup> or June 20<sup>th</sup> 2023. London Hydro requests delegation status for the purpose of its Annual General Meeting, including a presentation by the Board of Directors of London Hydro and the consideration and passing of annual resolutions by the Shareholder.

We kindly ask that you include this request on the agenda of the Strategic Priorities and Policy Committee for consideration at its next meeting.

Please do not hesitate to contact me if you have any questions or concerns about the above request.

Yours truly,

A handwritten signature in cursive script, appearing to read "Connie Graham".

Connie Graham  
Chair, Board of Directors  
London Hydro Inc.

CC: SPPC Committee – The Corporation of the City of London

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

## Application

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

## Contact Information

Name: **Susan Abdula**

City: **London**

Province: **ON**

Postal Code: **N6H 5P6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Available for all meetings**

**I can ask for permission from work or I can use my overtime/vacation hours to attend (if it is during the working hours)**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I actively involved in multiple London community activities since 2009. Either through my work or my volunteer role.**

**I'm working as an employment case counselor for more than 10 years with London Employment Help Center then currently with the Pathways employment help center. Currently involved with multiple organizations in volunteer roles such as London Muslim Mosque, South London Neighborhood resource center, Canadian Iraqi Turkmen Cultural Association of London, and Turkic Community.**

**My work and volunteer roles are working with families and youth from immigrants background to help them fast integrate into the London community by understanding and clarifying Canadian roles and regulations. Make them aware of the opportunities available in London and the surrounding area.**

**Experience working with single mothers and youth who are experiencing life difficulties Maintains and assists perspective, objectivity, and situational awareness in emergency conditions for the family; quick understanding and interpreting information and ideas; provides immediate support by telephone or in-person to the individual /family in multiple languages English, Arabic, and Turkish.**

**I'm very confident that my role with Police services will consolidate my role in the community and will offer more help and support for individuals and families in need in our London community**

**In addition, I will bring all my previous years of experience in the community to London Police committee to help our beloved London community members**

**Further my education in employment counseling within the social sector (post grade ) through Conestoga College and my current enrolment in non profit management education through Western University will support my role with Police services**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Ontario Council of Agencies Serving Immigrants OCASI (Board member)**

**Canadian Iraqi Turkmen Cultural Association of London (CITCAL) (Board member)**

**South London neighbourhood resource center/International women committee board**

member

**London Muslim Mosque volunteer with multiple roles**

**London and Middlesex Local Immigration Partnership (LMLIP) board member**

**Muslim Association of Canada MAC (Fundraising board member)**

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

**AS I indicated my roles in the multiple boards and committees will support and help London Police by clarifying, raising awareness and understanding immigrants population need and concerns**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/13/2023 2:16:39 PM**

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

## Application

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

## Contact Information

Name: **Omar Al-Atawneh**

City: **London**

Province: **ON**

Postal Code: **N6B 1X9**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?: **I**

**am currently working downtown and have a flexible schedule. Therefore, I am able to work the third Thursday of every month. I enjoy reading on my off time already, and to have the opportunity to make beneficial changes in the city, I will eagerly have my readings done beforehand.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Multitasking is something I excel at. I strictly manage my time and plan things out ahead to never run into short deadlines. I was able to advance my life and career by joining the Y.O.U. program early on, it changed my life and I look forward to helping others achieve the same. I learned fast to use my communication skills and street knowledge to learn to stay healthy and alive. As an immigrant you have to be careful of course. Day to day I serve people of various backgrounds at my work. A lot of the time I get people who are angry or are in a hurry due to the disorganization of downtown. I remember when it was a place people loved to visit and now it's a place to get in and get out. I wish to help change those faces to enjoy coming downtown to help rebuild our community and thrive again.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have lived in downtown London for the past 10 years and have seen both positive and negative changes. As a visible minority, racism unfortunately has played a big part as well. I believe being on this committee is an important chance to help counter everyday issues our community deals with. You must know pain to learn how to stop inflicting pain on others. Those who do not understand the struggles of the lower class can not easily empathize. Learning and understanding are the main things I wish to influence others with, while educating myself. I have a family I care for and one that I hope to begin with my partner here in London in the future as well. I sincerely want a brighter future for my current and future family in our great city. This position truly holds my interest because the police helped my family and saved my mother and youngest brothers life. I wish to help this city and it's police force any way I am capable of.**

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

I work downtown at Cash Money. A loan company was never my dream job but it has taught me a lot about patience, equity, resilience, the need for a real community and the sense of comradry that humans strive for. This job has given me the tools to be more understanding and help or de-escalate situations with individuals who have become aggressive. I am always looking to learn new skills and knowledge. I do not think inaction is the right move, I'd say continually growing is always a goal of mine. As an immigrant I can also say I have a unique perspective that is very beneficial during our rapidly changing times. I am of Islamic and Arabic origin and have lived in London for twenty years. This has helped me a lot in this city as we have a huge Islamic community. I empathize with refugees arriving in this country, some whom have issues in the downtown core. The ability to speak to them in our language has helped both myself and those people, and I could not be more grateful to be an immigrant and a Canadian.

Attach resume or other document here (optional): **Resume proto.pdf**

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

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

If you selected 'Other', please specify: **Indeed**

Submitted on: **2/26/2023 10:40:07 AM**



# Omar Al-Atawneh

---

## Profile

A self-starter with 5 years of managerial, administrative, human resource, and customer service experiences. Versatile skill set in sales, retail, and written and oral communication. Strong interpersonal skills coupled with a sincere desire to cultivate meaningful relationships and to help others. Enthusiastic and results driven, able to organize and to prioritize multiple tasks in a fast-paced environment includes creating strategies to improve job performance.

---

## Experiences

SEPT 2016 - PRESENT

### Client Specialist-Shift Lead/Cash Money, London, Ontario

- Handling cash transactions confidently while maintaining seamless operations and procedures.
- Updating daily revenue goals and worked with the team to achieve objective.
- Maximizing customer satisfaction by providing great service and resolving all disputes, inquiries, and concerns from customers.
- Demonstrating leadership by being the first point of contact to assist with questions and issues from staff.

NOV 2013- AUG 2016

### Line Cook-Kitchen Manager/Jacks Bar and Grill, London, Ontario

- Processed invoices and balanced restaurant food budget.
- Set and exceeded revenue goals by looking for improvements and implementing new ideas and promotions to generate greater financial return.
- Managed daily kitchen duties include leading the team to process and service orders
- Prepped and stock food stations, manage inventory for food and beverage orders for restaurant from multiple companies weekly.

2009 – OCT 2013

### Assistant Manager/beyond Movies, London, Ontario

- Balanced store revenue and budget by preparing and forecasting monthly financial reports.
- Managed all operational issues, including payroll, price changes, store housekeeping, administrative duties, physical inventories to ensure an efficient and productive business workflow.
- Processed all administrative requirements related to store management, including customer applications, payroll, and business contacts.

---

## Skills

Fluent in Arabic • Analytical thinking • Relationship Management • Conflict Resolution • Excellent Communication • Data analytics

---

## Education

2005-2008

High School Diploma with Honours/Saunders Secondary School, London, ON.

---

## Reference

Available upon request

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

## Application

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

## Contact Information

Name: **DAVID ALEXANDER**

City: **London**

Province: **ON**

Postal Code: **N6G 0W6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I have one board seat on the firm that I co-founded 18 years ago that requires 25% of my time.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have served on two hospital boards and was a trustee of their pension fund HOOP and on committees of all of these boards. With regard to policing, no direct experience, however I come from a military family so I have a very high regard for the discipline.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**See further details in my CV.**

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

**My immediate family is inter-racial and I have two daughters at home, so I have deep gender and race affinities.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.**

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

If you selected 'Other', please specify:

Submitted on: **3/13/2023 11:35:39 AM**

# Dr. David Alexander ICD.D

---

## Profile

Veteran executive, entrepreneur and investor wanting to leverage his extensive business experience and acumen in selective board, public service and/or academic roles where he can make a meaningful contribution.

## Education and Accreditations

**DBA** (Accounting and Management) - Huizenga Business School, Nova Southeastern University

**MBA** (Finance and Management) – Ivey Business School, Western University, Dean’s List

**BEd** (Adult Education) – Brock University, With Distinction

**CPA, Life Member** (Accounting) – CPA Ontario

**ICD.D** (Corporate and Board Governance) - Rotman School of Management and Institute of Corporate Directors

## Entrepreneurial and Corporate Experience

THIRD EYE CAPITAL (private debt) <b>Co-Founder and Vice-Chair</b>	2005 to present
ALEXANDER HAGAN INC. (consulting and investments) <b>Principal</b>	2000 to 2014
PINNACLE MERCHANT CAPITAL (venture capital and private equity) <b>Associate/Co-Investor</b>	2000 to 2005
HEALTH CARE OF ONTARIO PENSION PLAN (HOOPP) <b>Chair of Audit and Finance, Member of Investment Committee</b>	2003 to 2009
CIT CANADA (formerly SECURCOR) <b>Founder and CEO</b>	1995 to 2000
GE CAPITAL CANADA (formerly TUCKAHOE) <b>Senior Vice President and CFO</b>	1991 to 1995
SUN LIFE TRUST <b>Vice President and Chief Credit Officer</b>	1989 to 1991
TD BANK (formerly CENTRAL GUARANTY TRUST) <b>Manager, Regional Manager, National Manager, Director, Assistant Vice President</b>	1980 to 1989
ROYNAT, FBDB, CIBC <b>Commercial Loan Officer and Internal Audit</b>	1970 to 1980

## Board and Academic Experience

<b>Director/Advisor</b> , numerous private company boards and charities	1995 to present
<b>Chair of Audit and Finance, Member of Investment Committee</b> , HOOPP	2003 to 2009
<b>Trustee/Chair of Audit and Finance</b> , Grey Bruce Hospitals, South Bruce Hospitals	2000 to 2003

# Dr. David Alexander ICD.D

---

<b>Governor</b> , <i>Society of Management Accountants of Ontario</i>	2000 to 2003
ATENE0 DE DAVAO UNIVERSITY, SCHOOL OF BUSINESS AND GOVERNANCE <b>Visiting Professor – Doctoral Program</b>	2015 to 2020
CONRAD BUSINESS, ENTREPRENEURSHIP AND TECHNOLOGY CENTRE (University of Waterloo) <b>Associate Professor – Research and Mentoring</b>	2012 to 2015
SCHULICH, LAURIER, UOIT and RYERSON Universities <b>Part-time Instructor – Accounting, Finance, and Entrepreneurship/Strategy</b>	1980 to 2014
GERALD SCHWARTZ SCHOOL OF BUSINESS (St. Francis Xavier University) <b>Assistant Professor – Accounting and Finance</b>	1978 to 1980

## **Selected Achievements**

**Corporate** – achieved solid career progression from manager to executive in a major Canadian trust company/non-bank, despite difficult (M&A, divisional turnarounds, new product/market development) and varied (systems/operations, marketing, risk management) assignments, and a changing industry structure. Subsequently recruited by former executives of this company to help build a trust unit for Sun Life, holding the senior credit role and also responsible for the management/workout of distressed commercial loan and mortgage portfolios.

**Entrepreneurial** - founded and built three specialty finance companies and successfully exited these ventures; CIT moved forward to become the industry leader in Canada, and is now wholly owned by a large Canadian bank (CIBC), Third Eye Capital pioneered its private debt asset class in Canada, and with clients in Canada, Europe, Asia and the US, is a global leader in investment performance, nominated and winning a number of prestigious hedge fund awards (most recently winning Best Private Debt Fund, 2018 Canadian Hedge Fund Awards), Alexander Hagan provided start-up capital for both these ventures, and raised subsequent rounds of capital to finance their growth – it's holdings have now been successfully liquidated. Prior to founding these ventures, as SVP/CFO participated in the MBO, turnaround and build of a commercial finance company, positioning it for sale to a US major, continuing today as a unit of GE Capital.

**Academe & Board Work** – earned a US doctorate in business and developed a research program in the behavioral aspects of corporate governance, which resulted in a number of significant findings and peer-reviewed publications. Achieved the rank of Associate Professor at the University of Waterloo, now Visiting Professor in the doctoral program at Ateneo De Davao, Philippines. Chair of Audit and Finance, Member of Investment Committee on the board of a \$78+B public sector pension fund, participating in its transition to an LDI model of pension governance/management and to more prudent investment policies. Consequently the pension plan avoided the large drop in asset value and unfunded pension liabilities that most of its Canadian and global peers experienced during the global financial crisis, and ended the ten year period in 2014 as the global leader in pension fund investment performance.

## **Personal Details**

**Address:** London ON N6G 0W6

**Citizenship:** Canadian and Irish/EU Citizenship   **Family:** Wife, two daughters (11,20) at home

**LinkedIn Profile:** [www.linkedin.com/in/drdaalexander](http://www.linkedin.com/in/drdaalexander) - 28,000+ global connections.

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

### Application

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

### Contact Information

Name: **Juman Al-Jumaili**

City: **London**

Province: **ON**

Postal Code: **N5Z 3J8**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**In addition to my time management skills and being highly efficient, I am able to provide valuable contributions to discussions in meetings given my experience working for a non-profit organization which requires attending numerous meetings and adequately preparing beforehand.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I am currently a fourth year student in the social science program at King's University College. My major is criminology and I'm also taking a minor in English. I am also currently working as a social support worker at the Muslim Resource Centre for Social Support and Integration. Prior to my position as a social support worker I worked for the same organization as a research assistant which contributed to my skills involving team work, as well as being detail oriented. Prior to my work with the Muslim Resource Centre, I volunteered at the South London Neighborhood Resource Center (SLNRC) as well as LUSO. Additionally I have volunteered at a number of community events such as a Halloween haunted house, breakfast with Santa, as well as cultural events and assisted with the planning process and the hosting. I also attribute some of my communication skills and ability to efficiently perform under pressure to my work experience in customer service, as well as my previous position as an Arabic teacher for children during Sunday school at the mosque.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I used to be a member of the youth advisory committee as well as the local advisory committee for the "Promoting Resilience Among Newcomer Youth" research by Michael Ungar in collaboration between Dalhousie University, Resilience Research Centre and the Muslim Resource Centre. This was prior to acquiring my position as a research assistant on the same project.**

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

**I believe my field of study, as well as my experience working with vulnerable populations as I work for an anti-violence organization will bring great insight to the London Police**

### Services board meetings.

I have always been committed to doing work which aligns with my mission to make a positive difference in my community. I tend to view most situations from a compassionate lens while maintaining my high regard for educated opinions. Promoting equity has been the driving force behind my work and personal way of life.

I believe that different communities require support tailored to their unique needs and I also believe that people are experts in their own lives hence why they should have an involvement in deciding what services would be beneficial for them. I do not believe in a one size fits all approach as it dismisses unique experiences and at times excludes certain communities which goes against equity and inclusion principles that need to be consistently incorporated in work which impacts our city.

My own lived experience has also contributed to my values as the daughter of an immigrant single mother which made me the person I am today. Especially having seen her ongoing hard work and dedication to provide a better life for me and my sister despite the many barriers she had faced at the beginning. However, I hope this doesn't become the main deciding factor for my application as I would like to be considered mainly for my professional experience before my personal lived experience.

Attach resume or other document here (optional): **Juman- resume updated 2023.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 3:37:00 PM**

# Juman Al-Jumaili

London, ON

---

## Professional Profile

- Extensive experience in working with children and organizing various programs
- 6+ years of experience working with newcomers
- A former member of the Local Advisory Committee and the Youth Advisory Committee of a research Promoting Resilience Among Newcomers conducted by the Resilience Research Centre, in partnership with Dalhousie University and the Muslim Resource Centre
- Great communication skills in English and Arabic with courteous and professional manner (currently taking up Spanish)
- Computer knowledge including Microsoft Word, Excel, PowerPoint, and other software databases
- Punctual and a fast learner with the ability to multitask
- Strong work ethic
- Ability to work independently as well as a part of a team following the rules and responsibilities of the organization
- Access to a reliable vehicle with a valid driver's license

## EDUCATION

- Ontario Secondary School Diploma
- Currently attending King's University College (Social Science Program) with the intention of pursuing a career in social work, and/or a career as a probation officer.

## CERTIFICATES

Leadership Level 1, 2, and 3

Standard First Aid and CPR

More than 150 volunteer hours for High School Community Involvement Requirements

## WORK AND VOLUNTEER EXPERIENCE

**Muslim Resource Centre for Social Support and Integration**

June 2021 – present

- Initially worked as a research assistant which entailed recruitment of eligible youth participants, preparing packages needed for their participation to be sent out, as well as following up and answering any questions they had.
- After my work as a research assistant, I am now a part of the clinical team as a social support worker who also contributes to community outreach. I regularly meet and follow up with clients who need support as well organize and run informative workshops to which engage community members.

**South London Neighbourhood Resource Centre** Jan-March 2020

- Volunteered at the Settlement Reception and assisted with setting appointments with settlement councillors, also helped with other office duties.
- Assisted with organizing programs for newcomers, such as the “Chit-Chat” program, as well as helped translate for non English speaking clients who needed assistance.

**YOLO Leadership Team** 2017-2018

**LUSO Community Services**

- Volunteered as a part of an active youth team of the Northeast London Community to organize and host events to engage community members
- Some events that were organized include LUSO Halloween Haunted House Fundraiser, Youth Coffee house (takes place once a month), Youth Dinners, Breakfast with Santa, Cocoa and Lights Tour, and many more

**YMCA Day Camp** July-Sept 2018, 2019

- Assisted with campers aged (4-12) for two summers full time.

**Masonville Public School every Tuesday- Children Program Placement** April-June 2018

- Assisted with Children’s Programs during the school year

**Crouch Library Summer Part-Time** July- October 2017

- Organized bookshelves, helping set up library programs, shelving returned or misplaced books, responded to assigned tasks from the branch manager and supervisors

**South London Neighbourhood Resource Centre** 2016

- Summer Children Program Placement

**Northbrae Public School** 2016

- Lunchtime Children Activities

**Carling Heights Optimist Community Centre** 2015

- Summer Camp Placement (assisted with children aged 4-5)

**Canadian Iraqi Turkmen Cultural Association**

2014-Present

- Assisting with community events conducted by the association for newcomers
- Helping youth and children of newcomer families regarding educational entertainment programs available in the neighbourhood

**References**

- 1- Muslim Resource Centre for Social Support and Integration
- 2- YMCA Centre Branch
- 3- SLNRC

More references can be provided upon request.

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

## Application

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

## Contact Information

Name: **Michele Anderson**

City: **London**

Province: **ON**

Postal Code: **N6A 1S5**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am able to accommodate all pre-meeting review of material, review and respond to proposed policy, monthly meeting, committee and sub-committee work, conferences, press conferences and reading assignments required to fulfill the role. I can easily commit 4-6 hours per week or more if required to support the tasks of this portfolio. I find these tasks enjoyable and am able to make space and time within my schedule with little impact on my other responsibilities.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have always conducted my board and committee work with a focus on promoting a shared commitment to wholistic positive change as an essential and instrumental ingredient needed to build more inclusive and equitable communities. I also present with the following:**

**Knowledge and experience - Understanding of law, legal processes, and regulations surrounding law enforcement, needs of marginalized populations, individuals with disabilities, the Canadian and Ontario Human Right Code, Accessibility for Ontarians with Disabilities Act. The role, functions, and responsibilities of a police board, police commission, and police service.**

**Leadership & Decision-making – Proven ability to lead and manage a team, make critical decisions that can impact the organization's success, and provide direction and guidance.**

**Analytical and critical thinking skills - Ability to review and analyze information, identify trends, issues and concerns, and develop appropriate strategies and responses to highly charged and sensitive situations.**

**Ethical and moral values - Strong commitment to professional ethics, integrity, and fairness.**

**Strong communication and networking skills - Ability to communicate effectively and engage with the public, the board, and police service personnel. Avid ability to network with other board members and stakeholders, which can lead to valuable connections and opportunities.**

**Commitment to Diversity - Perspectives from diverse groups of individuals with different backgrounds, skills, and abilities. These contributions have assisted organizations in making more informed decisions and recommendations that are in line with the values of diversity, equity, and inclusion.**

**Community Engagement - I enjoy community engagement and consultation, which can help ensure that the needs and perspectives of underrepresented groups are considered. I have contributed to the development of effective communication strategies and collaboration locally, nationally and internationally to develop responsive policies and programs that address unique needs and concerns of diverse communities and**

establishing positive relationships with community stakeholders.

**Training & Capacity Building:** My daily work has also resulted in the development of training and capacity-building opportunities for employees to develop their knowledge, skills, and competencies related to accessibility and other marginalized communities. Given the opportunity to participate as a LPSB board member, I will assist the city leadership with issues related to reconciliation, equity, and inclusion as they relate to policing. This can include, but is not limited to the history and legacy of colonialism, systemic racism, and discrimination, as well as understanding the unique challenges and opportunities of working with diverse communities.

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

I come from a family who instilled the principles of ownership and participation in our community to ensure our voices were heard and our contributions made a difference in the lives of others. Both of my parents enjoyed the contributions they were able to make to improve living and engagement between civic services and residents. I would like to engage in similar experience. Outside of my professional interests as a volunteer, I have been looking for an opportunity to contribute to the community I live in on a civic/regional level for number of years without the need to run for office. I also believe that my experience working with individuals with disabilities and in large post-secondary institutions will bring a different perspective and benefit the citizens of London. My experience with board governance and accountability will also be of great benefit to this beautiful city and our civic leaders. Refer to my experience as a board member below: Vice Chair| Inter-University Disabilities Issues Association – IDIA (of Ontario) [2022-present]

Ontario Representative IDIA |Accessibility and Inclusion Community of Practice;  
Canadian Association of College & University Student Services (CACUSS) [2019-present]  
Co-founder| Waterloo-Wellington Expressive Café for Aphasia, Elmira ON [2012-2016]  
Special Consulting Advisor| Canadian Alliance of Audiology and Speech Pathology Regulators [2012-2014]

Subject-matter Expert | The Council of Academic Accreditation-American Speech-Language Hearing Association [2002-2010];

Subject-matter Expert | Council for Accreditation of Canadian University Programs in Audiology and Speech-Language Pathology [2002-present];

Subject-matter Expert | Speech-Language Pathology Advisory Board of the College of Audiologists and Speech-Language Pathologists of Ontario [2014 -present]

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

I am a first-generation Black Canadian woman of Afro-Caribbean and Indigenous West Indian descent. I experience racism, attitudinal and systemic barriers which restrict my inclusion and full participation in my community. These experiences leave indelible marks on one's personhood and sense of wellbeing. Concepts of diversity, equity and inclusion were instilled during childhood through by the passionate activism of my parents, early leaders on the Canadian stage in this field. My father was the first Race Relations Commissioner for the City of Winnipeg. My mother was a founding member of the Immigrant Women's Association of Manitoba and the first Co-Chair of the Safe City Initiative for the City of Winnipeg. Both were advocates for inclusion, equality and affirmative action for visible minorities, immigrants, and Manitoba's indigenous population.

My upbringing and experiences on number of grounds has shaped the person I am today, how I view diversity, equity and inclusion practices and the actions I have taken to address disparity within my sphere of influence. Understanding that change can occur as the result of one small action. Volunteering and active participation will assist a city with growth and create welcoming and inclusive spaces and places. We are all actors to create the city we wish to live in by volunteering. Examples of actions I have undertaken during my career to support the access, inclusion, and participation are provided in the remainder of this narrative.

**Developmental Communication Service (2000):** A novel service for adults with intellectual disabilities who needed assistive technology. That initiative became the Augmentative Communication and Writing Aids Clinic located at Surrey Place Centre, which provides services today.

**The Expressive Café for Aphasia (2012):** I created a therapeutic intervention group for Stroke survivors with communication impairment based in Elmira, ON offering my services free-of-charge. The initiative became the base for the Waterloo-Wellington Local Health Integration Network's first Aphasia Centre and was absorbed as part of the Regional Stroke Strategy in 2014.

**Laurier Equity Diversity and Inclusion Community of Practice (2020):** Served as a contributing member of this committee examining the lack of diversity at Laurier. Assisted the institution in adopting policy directives to mitigate these inequities.

**Laurier Black Faculty and Staff Caucus (2021):** In 2021, a group of 30 energetic individuals developed a working definition of Black, inaugural mandate and objectives culminating in the election of our first executive.

**Staffing & Hiring Practices:** Having achieved a position allowing me to recruit and select qualified candidates, I have ensured safe spaces and successfully hired individuals from linguistic, cultural, BIPOC and LBGTQ2+ communities for 6 years. The hires are exceptionally talented individuals who enjoy supporting students with disabilities in the post-secondary sector.

Attach resume or other document here (optional): **M ANDERSON Resume 17032023.docx.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify: **Manager of Accessibility**

Submitted on: **3/17/2023 6:42:27 PM**

## MICHELE B. ANDERSON. M.S. [CSD], CCC-SLP [C], REG. CASLPO

|London Ontario N6A1S5

*Respected professional in the post-secondary sector. Offering experience that emphasizes use of a personal approach to access, participation, health, and wellness for the provision of academic and non-academic services. Proven history in leading teams, launching innovative service solutions, driving engagement and positive outcomes while maintaining legislative compliance and improved services. Adept presenter, negotiator, and clinician with ability to leverage client-facing experience, strong interpersonal communication skills and expertise in the area of health, wellness, and academic support to students.*

1

### Key Skills

**Post-Secondary Leadership & Oversight** | Eight years leading teams in student services. Current Manager of Accessible Education for Western University. Providing leadership oversight for accessible academic accommodation services.

**Creative Collaboration** | Experienced in bringing together multiple student service units to create easier pathways and access for under-represented and under-served student populations. Created an advisory table with university housing and health services to review challenging residential placements. In conjunction with campus partners developed triage system to assist students who experienced trauma related to gender sexual violence allowing for continuation and participation of academic study in a safe space. Founding member Laurier Black Faculty-Staff Caucus which advise on issues which impact African-Canadian Black diaspora and adoption of policies to mitigate inequity.

**Charting Vision & Inspiring Action** | Forged a new vision, mission, and terms of reference for Campus Mental Health Operations Team. Provided a fresh direction and responsive framework for provision of mental health supports from AccessAbility, Counselling and Health Services to the student body.

**Organizational Planning** | Engaged in review of fiscal health, budgetary planning, projected growth and ability to meet mandated service obligations with a focus on flexibility, ease of access and reduction of barriers for staff and clientele.

**Response & Resource Reallocation** | Worked with campus partners in Counseling and Health Services to create crisis response supports for students outside of university business hours. Have assessed safety and eminent risk of harm to student/others (mental and physical) with triage to police/emergency and community support agencies.

**Policy & Human Rights Resource** | Called upon to analyze and prepare briefing materials for university general counsel in advance of human rights cases. Advisor to faculties regarding the duty to accommodate, institutional obligations under the code; engaged legal counsel to assist with interpretation, application, and education of constituents. Advised creation of a new pathway separating students' private medical information from the academic record as mandated by the OHRC

**Analytical & Problem-Solving Abilities** | COVID-19 demanded risk analysis and quick review of operations related to academic accommodation. Efficacy of virtual, electronic and hybrid service approaches that upheld academic integrity and confidentiality were implemented resulting in virtual proctoring, paperless processes for BSWD and accommodation consulting.

**Responding to Change** | In person operations with COVID 19 restrictions required granular assessment of the work environment, analysis of essential job tasks and implementation of plans for safe face-to-face engagement. Flexible work arrangements required balancing unit priorities while maintaining a high level of service to students and faculty in a remote environment.

### **Selected Accomplishments**

Vice Chair - Inter-University Disabilities Issues Association & Ontario Representative | Accessibility and Inclusion Community of Practice; Canadian Association of College & University Student Services (CACUSS) [2019-present]

Accessibility Directorate | Enabling Change Grant 2017 | The University of Waterloo  
Lead disability management subject matter expert on the Co-Operative AccessAbility Services Education Team I created resources for use by 45 post-secondary institutions in Ontario who offer experiential learning.

Co-Founder & Principal Therapist | Waterloo-Wellington Expressive Café for Aphasia, Elmira ON [2012-2016]  
Created non-profit therapeutic conversation group for adults with communication impairment post brain injury and/or stroke in Waterloo-Wellington region.

### **Career Synopsis**

Student Experience-Academic Support and Engagement (ASE) | Western University 2023 - Present

#### **Associate Director**

Responsible for leading comprehensive and strategic programming, services, and initiatives that support academic achievement and engaged learning for all students through the Writing Support Centre, Learning Development & Success, and Accessible Education. Champions large-scale and complex projects from conception to completion, and develop a shared vision of team success, while serving as a strategic partner who provides leadership for their portfolio's strategic planning, policy development, financial administration and resource allocation.

Accessible Education (AE) | Western University 2022

#### **Manager Accessible Education**

Responsible for leading the activities of the AE unit within Academic Support & Engagement. Leads a team of professional staff that implement a wide range of innovative approaches, services and programs to support Western's diverse population of undergraduate and graduate students with disabilities. Supports the university's alignment with broader regulatory environments and campus stakeholders on human rights, legislation, compliance and accessibility issues.

Accessible Learning Centre (ALC) | Wilfrid Laurier University 2019 - 2022

#### **Manager Academic Accommodation & Interim Director**

Provided leadership, strategic direction and expert resource on matters pertaining to academic accommodation for students with disabilities within the post-secondary environment. Guided the community with respect to legislation and policies defined in the Ontario Human Rights Code. Implemented and oversaw practices, procedures and processes to ensure effective delivery of accessible services by administrative and instructional staff to support students.

AccessAbility Services (AAS) | The University of Waterloo 2014 - 2019

#### **Manager Student Accommodations**

## MICHELE B. ANDERSON. M.S. [CSD], CCC-SLP [C], REG. CASLPO

London Ontario N6A1S5

Provided strategic leadership and professional expertise in the area of accommodation planning for students registered with AccessAbility Services. Ensured accommodation and service procedures are in accordance with Ministry requirements, human rights law, privacy standards, University policies and industry standards of practice.

Clarity Communication Therapy | Private Practice

2011 - 2017

### **Owner & Proprietor - Speech-Language Pathologist**

Provided comprehensive habilitation and rehabilitation in the area of communication health and swallowing disorders. Clinical services provided to students and adults with functional limitations and stemming from: sensory & motor impairment, mental health, ADHD, Autism, Brain Injury, Cancer, intellectual disability. impairments.

### **Career Note**

#### ***Tenure as a Clinical Speech-language Pathologist with the following agencies and organizations:***

Waterloo-Wellington Regional Aphasia Program (Guelph, ON) | Huron Perth Healthcare Alliance (Stratford, ON) | York Catholic District School Board (York Region, ON) | Grand River Hospital (Kitchener, ON) | Surrey Place Centre (Toronto, ON) | Oakville Trafalgar Memorial Hospital (Halton Region, ON) | Niagara Peninsula Children's Centre (St. Catherine's, ON) | Winnipeg School Division #1 (Winnipeg, MB)

### **Professional & Community Leadership**

**Special Consulting Advisor** | Canadian Alliance of Audiology and Speech Pathology Regulators [2012-2014]

#### **Appointed as Subject-Matter expert in Graduate Education, Standards/Entry to Practice and Regulation for:**

Council of Academic Accreditation-American Speech-Language Hearing Association-CAA [2002-2010]

Council for Accreditation of Canadian University Programs in Audiology and Speech-Language Pathology - CACUP/ASLP [2002-present]

Canadian Alliance of Audiology and Speech Pathology Regulators-CAASPR [2013-present]

Speech-Language Pathology Advisory Board - College of Audiologists and Speech-Language Pathologists of Ontario [2014 -present]

### **Education**

**Master of Science** | *Communication Sciences and Disorders* | Fort Hays State University

**Post-Baccalaureate Studies** | *Communication Sciences and Disorders* | University of North Dakota

**Bachelor of Arts** | *Labour Relations & Economics* | University of Manitoba

### **Professional Credentials & Affiliations**

*Certificate of Clinical Competence* | American Speech-Language & Hearing Association | ASHA

*Certification in Speech-Language Pathology* | Speech-Language and Audiology Canada | SAC

*General Level Registrant* | College of Audiologists and Speech-Language Pathologists of Ontario | CASLPO

*Independent Authorizer for Communication Aids* | Ministry of Health and Long-Term Care | Government of Ontario

### **Select Professional Development**

Leadership Foundations, Principles of Inclusivity, LGBTQ+ Space Maker, Customer Service | University of Waterloo  
Mental Health First Aid; Applied Suicide Intervention Skills Training (ASIST) | Wilfrid Laurier University/Western  
4 Seasons of Reconciliation | First Nations University

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

## Application

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

## Contact Information

Name: **Andrew Angus**

City: **Thorndale**

Province: **ON**

Postal Code: **N0M 2P0**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**In my current career, I have the flexibility with my schedule to include essential community involvement. Meeting the reading requirements would be a welcomed addition to my current free time.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**When I graduated high school and joined the workforce; I learned budgeting, scheduling, and employee relations in the service sector. I used these tools to take over the family business (D&L Tire) and we have successfully serviced London since 1992. I have also volunteered time through multiple youth sports leagues as a coach, board member, and coaching committee lead.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Most recently, I have served on the London Tecumseh (renamed Talons) baseball club board from 2016-2020. We were involved with budgeting, club investment, equipment procurement, and coaching development. On our final product, we were able to run with the lowest registration fee in London area baseball. Realizing that most savings to lower income areas get reinvested into the community which would benefit all the members of the London Tecumseh area.**

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

**Growing up in London east (Culver Crescent), our daily lives consisted of early diversity compared to other areas. I attended Roosevelt elementary school and continued to CRSS. These schools have always been filled with individuals from different walks of life. My family's business is located at 40 Adelaide Street North and is very close to the Thames river. Tents currently inhabit the shores and inside race, gender, and age does not matter. I deal with these people daily and feel for their struggles. A few years ago with the help of current Counsellor Shawn Lewis and Tecumseh president Wayne Bilger we were able to move forward with a community needle cleanup of CNRA park. Unfortunately due to covid, a lot of the progress was stalled and it was reinhabited with needles.**

Attach resume or other document here (optional): **Andrew\_Angus\_Resume.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/12/2023 7:02:38 PM**

# ANDREW ANGUS



Thorndale, Ontario N0M  
2P0

## PROFESSIONAL SUMMARY

Encouraging manager and analytical problem-solver with talents for team building, leading and motivating, as well as excellent customer relations aptitude and relationship-building skills. Proficient in using independent decision-making skills and sound judgment to positively impact company success. Dedicated to applying training, monitoring and morale-building abilities to enhance employee engagement and boost performance.

## SKILLS

Collaboration  
Customer Service  
Communication  
Time Management  
Transparent  
Decision Making

## EDUCATION

Clarke Road Secondary School  
London, ON • 09/1994

*High School Diploma*

## ACCOMPLISHMENTS

Tecumseh / Talon Baseball Club board member  
Head of Coaching Committee  
Volunteered at multiple baseball tournaments  
London Tecumseh A/AA baseball coach  
NCCP accredited coach  
London Badgers AAA coach  
Key member of CNRA park needle cleanup  
London Bandits trainer and coach / mentor  
Current West Nissouri Public School girls softball coach (TVDSB)

## WORK HISTORY

**D And L Used Tire Sales - Manager of Operations**  
*40 Adelaide Street North, London, Ontario • 03/2004 - Current*

- Developed systems and procedures to improve operational quality and team efficiency.
- Identified and resolved unauthorized, unsafe, or ineffective practices.
- Implemented business strategies, increasing revenue and effectively targeting new markets.
- Increased profit by streamlining operations.
- Developed strategic partnership with local suppliers in the London area

## **ADDITIONAL INFORMATION**

The most important job is father of two Nathan (18) and Reese (13) and husband to Helen

Police supporter

Concerned Citizen

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

## Application

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

## Contact Information

Name: **Scott Blandford**

City: **London**

Province: **ON**

Postal Code: **N6K 4Y5**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Currently, my employment allows me to work from home with a very high degree of flexibility. I have reviewed the LPSB meeting schedule for the year of 2023 and projected it beyond into 2024 and there are no issues with availability for the dates of the meetings, or the preparatory work required.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I served with the London Police Service from July 1982 until my retirement in August 2012. Details of my experiences can be found in my resume, but I have a broad range of operational and administrative experience. during my time as the supervisor of the Research and Planning Unit, I was responsible for the development of operational procedures, operational and strategic plans, and working with the LPSB in developing Board policy. I was the liaison officer for Ministry inspections related to the Adequacy Standards and oversaw all internal audits. My last major project was as the police project manager for the construction of the \$32 million police headquarters expansion project. External, but still related to policing, I have been the Dean of Fire & Public Safety programs at Lambton College, been a course developer and professor within the policing and business programs at Fanshawe College, and currently, I am the Coordinator for all policing and public safety programs at Laurier University. I have lectured nationally and internationally on police issues, including presenting at the United Nations HQ, Vienna, and continue to research policing issues. My educational background includes a Certificate in Police Leadership (Dalhousie University), a Bachelor of Professional Arts - Criminal Justice (Athabasca University), a Diploma in Public Administration and a Master of Public Administration (Western University), and a Doctorate of Business with a specialization in organizational development in policing organizations (Columbia Southern University). Regarding community involvement, I have been a member of the North London Optimist Club, coached minor hockey for several years, as well as serving as the Vice-President - West London Minor Hockey. Over my 40 years of residing and working in London, I have been involved in community events too numerous to mention. Overall, I feel my lived experience combined with my educational background would bring value to the LPSB and allow me to contribute to shaping the future of the London Police Service and the safety of all citizens of London.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As noted above, I have served as the VP, West London Minor Hockey. During my policing career, I was involved in countless committees, many of which I chaired. As the Dean of**

**Public Safety programs at Lambton College, I chaired numerous committees and was a committee member for many others. I oversaw (via committees) all hiring related to my programs, as well as dealing with faculty union negotiations and grievances. Currently, I sit on over 12 committees within Laurier University, and chair 5 of them. Externally, I am a member of the editorial board for the SALUS Journal and serve as a member of the Advisory Committee to the Executive Board for the International Public Safety Association.**

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

**Over the course of my 40 years+ years living and working in London, I have witnessed the changes in demographics as the city grew, from a somewhat homogenous population to the rich diverse population we now have. I was on the front lines dealing with many of the issues involving EDI, and through my personal growth and education, I recognize the importance of the topics of equity, diversity, inclusion, and reconciliation. I have worked closely with many indigenous leaders to create learning opportunities for their communities, and have participated in many cultural events (e.g., drum ceremonies). Diversity in our community is something to be embraced, as it creates a stronger foundation, and in order to nurture and build upon this diversity, equity, and inclusion must be modeled by leaders, and supported by strong policies and the resources necessary to achieve those goals.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **2/27/2023 10:33:46 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: **London Police Services Board**

## Contact Information

Name: **Jay Bower**

City: **London**

Province: **ON**

Postal Code: **N6H 1B7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**In my role as vice president information security for Citibank, I am used to leading and actively participating in strategic planning, analysis, and governance long session meetings.**

**My executive role allows me flexibility, and my company encourages my community participation.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have been a governance board member for big brothers of London. My work experience as an executive board for Citi Cards, Canada, and leadership roles in information security would make me a strong candidate for the active and highly engaged position you seek.**

**As a loyal and honored life long London community member I would be fully committed to the goals of the board and the support and safety of our police services members.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I was an active governance board member for big brothers of London from 2007 to 2015. I was active chair member in charge of our major fundraising event in addition to governance responsibilities which included programming, operations, liability, and execution.**

**As a member of Citi Cards Canada executive board, London cooperatively participated in daily operational leadership, including strategy, budgeting, philanthropy, and security.**

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

**Governance boards and leadership at all levels needs to be actively aware of diversity, inclusion, reconciliation, and a balanced approach to fairness and focused opportunity. Specifically for police services as front line responders and role models there is significant opportunity to lead change and establish exemplary Demonstration of key characteristics. London has always been a beautiful city, but there has been a decline in safety and security visually apparent to Londoners and visitors, focused care, and consistent proactive planning is our opportunity to care for those in need.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/19/2023 9:28:13 AM**

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

## Application

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

## Contact Information

Name: **Larry Brackenbury**

City: **London, ontario**

Province: **ON**

Postal Code: **N5V2N7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Hello,**

**I am very much able to participate and contribute to a full meeting and whenever else needed. I enjoy reading and keeping up to date on issues on going within the city of London.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have developed good leadership skills over the past few years, especially with rebuilding an entire team of workers at a former employer. Leadership can take many forms, as well I have reached out to communities across other provinces, as I own rental properties across Canada and have to maintain a professional image while carrying out those duties within the communities, and people I do business with, Growing up as a handicap child, spending a lot of time within the Hospital systems, I have seen children hurt and also grow up to be outstanding individuals.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**The appointment to the board would interest me, because I have an interest within the community of London. London has been home for most of my life. I have seen friends come and go through all walks of life. I want to be more engaged and have a better understanding of how the police service board works and acts within the community. I would be interested in helping the Board become more involved and more respected within the community and a broader scope of being more respected province and Canada-wide.**

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

**I hold my values high, personally and professionally. Not everyone will agree with me, but I will always listen to both sides of an issue. That may be work-issues, homelessness, crime, housing for homeless.**

I own rental properties across the Country and have helped people rent through many provinces as well as helping to bring a family from a war-torn country. I beleive with these strengths and abilities I will be able to help make London a better place. As a child, I was hospitalized many times, and my family had crime committed against us. I grew up into being a well mannered, respectful individual for all people I come across.

Attach resume or other document here (optional): **Larry Brackenbury resume 2022 - October 2022 for 2023.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 11:48:28 AM**

# **Larry Brackenbury**

## **London ON, N5V 2N7**

### **Relevant Skills**

- Strong written, oral and interpersonal communication skills used in the performance of administrative duties using Microsoft Word, Excel and in-house software – easily adapt to using new software and tools
- Management and leadership skills that has proven to be success within a team and within a wider perspective of a larger organization

### **Work Experience**

#### **Aerotek - Dematic - - St. Thomas, Ontario – January 2023 – Present**

##### **Quality Tech/Backup Supervisor**

- **Supervise a group of 6-15 Quality tech workers**
- **Receiving, testing conveyer lines**
- **Practice workplace safety**
- **Adjusting conveyorbelt with Engineers and Millwrights**
- **Interacting with the Head of Safety, Engineers and Site Supervisor of Brocolini construction company**

#### **Tillsonbug Custom Foods - TCF - Distribution Center, Ingersoll, Ontario 2022-December 2022**

##### **Warehouse Supervisor**

- Oversee Entire Warehouse operations – Workers-staff, inventory, paperwork, data entry, safety, QA
- Conflict resolution within the Warehouse, coaching and training employees on SOP
- Oversee production of Raw Material product that goes from Warehouse to mixed ready-to-ship
- Administrative – management duties – emails, calls, staff meeting, coaching and mentoring employees.
- Unloading trucks, working with inventory to have accurate counts
- Maintaining reach trucks and walkies – including filling batteries
- Loading finished product onto trucks for outbound departures.
- Health and Safety are a high priority as this is a raw materials facility – sanitation is important within the facility.
- High volume demand of product for clients across Canada.

#### **Peavey Industries - Distribution Center London, Ontario 2016-2022**

##### **Lead Hand Production & Ecomm & Yard July 2021-October 2022**

- Coordinate staff, setting targets and meeting expectations of my teams
- Supervise/Manage a team of 5-10 warehouse workers.
- Following SOP, KPIs and other metrics and policies
- Releasing transfers/picks for production team and Ecomm-yard team.
- Using Microsoft Excel to looking up transfers
- Training new employees on standards and practices of the job
- Using Power BI to see inventory levels as well as picking performance
- Completing daily huddle meetings with my team, troubleshooting shooting roadblocks
- Being engaged and friendly with my teams as well as other management staff.

**Reach Truck operator 2018-2021**

**Production Trainer – 2018-2018**

**Production worker – 2016-2018**

- Operate Electric Pallet Jack within a large warehouse environment, maintaining proper safety handling procedures and following directional cues from other drivers.
- Pick orders for designated stores while maintaining an accurate count and a clean work environment

**The Home Depot, London, Ontario 2009 – 2016**

**Bay Integrity Associate – Inventory Management 2014 – 2016**

Researching and documenting inventory discrepancies which were used to determine product life cycles and the return on net assets – increased the efficiency of purchasing and warehousing to deliver as much potential profit to the business in terms of product movements using daily cycle counts

- Reported to Store Operations Manager on a regular basis to collaborate and the develop with a focus on executing strategies for inventory planning with Dept. Managers – continuously provided information, documentation and accurate results to the business which was used in these strategy decisions
- Working with various vendors on a weekly basis to verify inventory counts, replenishment and cycle counts. This on-going communication helped departments keep accurate stock. This included vendors associated with Paint, Hardware, Mill-work, Seasonal and Plumbing departments.

**Sales Associate – Paint 2012 – 2014**

Educated customers regarding their paint colour adjustments and demos, demonstrating extensive product knowledge – resulted in creating relationships that lasted several years and customers returning to the department several years after they bought paint to request my assistance and help once again

- Working with vendors bringing in new and innovative products – regularly interacted with customers to determine their unique needs and industry trends to provide them with creative solutions for products

**Freight/Overnights Associate 2009 – 2012**

Stocked merchandise on shelves handling several thousand different SKU's and products ranging from small cans of paint and accessories to larger cans and buckets of paint, products and consumables

**Ivey Spencer Leadership Centre, London, Ontario 2011**

**Bookkeeping/Nightly Audits**

Prepared nightly Audit Report/Bookkeeping showcasing an attention to detail, accuracy and stamina while additionally performing various administrative duties according to business needs

**Priszm - KFC, London, Ontario 2005 – 2010**

**Shift Manager, Resident Cook**

- Occasional Shift Manager duties and Bank deposits, demonstrated responsibility and leadership as a key holder, opened and closed kitchen / store throughout tenure, made Bank runs with several thousand dollars

**Education**

**Westervelt College**, London, Ontario – Honours Banking & Financial Diploma **2006**

**Niagara College**, Welland, Ontario – Various Computer Programming Courses **2001**

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

### Application

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

### Contact Information

Name: **Dr. Gani Braimoh**

City: **London**

Province: **ON**

Postal Code: **N6H0B9**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I believe that i am duly able to flex my work schedule to fully participate and contribute to serving on this Police Services Board**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I am a registered Clinical Psychologist in the Province of Ontario who provides clinical health services to many individuals from diverse ethnic, racial, and other groups with mental health issues.**

**I have been a resident of London since 1986 and my work in primary care medical centre and at the regional children's mental health facility and have provided a number of school presentations that together provide me with a wealth of experiences with individuals from all walks of life that will assist me well in serving on this Board.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I am currently a co-chair on the Middlesex-London Health Unit, Anti-Black Racism Advisory Committee whose function is to act as an advisory body to the MLHU's Health Equity and Reconciliation Team that aims to actively engage with the black community in order to reduce health inequities, increase opportunities for dialogue, and to enhance the ability to achieve meaningful engagement with the black community.**

**I served as a consultant with the Nigerian Association of London and Area on a recent project on mental health and addiction awareness funded by the City of London.**

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

**I believe that my lived experience, educational background along with many years of work experience with a diverse population will be a valuable asset to this Board, particularly being an immigrant person of colour will bring about to understanding the needs of minorities and the issues faced by those with mental health difficulties, and that I think this will enhance and contribute to the City's commitment on reconciliation, equity, and inclusion for all people of London.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/18/2023 11:39:38 PM**

## ***Dr. Gani Braimoh, C. Psych.***

---

*CPRI, London, Ontario*

*Victoria Family Medical Centre, London, Ont.*

---

### **Educational Background**

- 2021** Certificate in Mental Health Law  
Osgoode Hall Law School of York University, Toronto, Ontario, Canada
- 2006** Doctor of Psychology (Psy.D.), Clinical Psychology  
Adler School of Professional Psychology (APA accredited) Chicago, Illinois
- 1997** Master of Arts (M.A.) Counselling Psychology  
Adler School of Professional Psychology Chicago, Illinois
- 1989** Post-Graduate Diploma Art Therapy  
University of Western Ontario, Faculty of Part-time & Continuing Ed.,  
London, Ontario
- 1984** Bachelor of Arts (B.A.) Specialization in Psychology  
Laurentian University, Sudbury, Ontario

### **Doctoral Dissertation**

- 2006** Gender & Level of Compensation among Work Injury Chronic Pain Sufferers & MVA Sufferers: Perception of Pain Level, Disability, & Depression

### **Employment Background**

- 2006-Present** Clinical Psychologist, Mood and Anxiety Disorders, Clinic Lead  
Ministry of Children, Community & Social Services, CPRI, London, Ontario
- 2013-Present** Clinical Health Psychologist,  
Victoria Family Medical Centre, Family Health Team, London, Ontario
- 2016-Present** Adjunct Assistant Professor, Department of Family Medicine, Schulich School of  
Medicine & Dentistry, Western University, London, Ontario
- 2008-Present** Lecturer, Div. of Child Psychiatry, Schulich School of Medicine & Dentistry,  
Western University, Ontario, London, Ontario
- 2006-2013** Clinical Psychologist, Private Practice  
MacDonald and Bryant Psychological Rehabilitation Services, London, Ontario

**2007 - 2009** Clinical Psychologist,  
Thames Valley District School Board (TVDSB), London, Ontario

### **Supervisory Role**

**2009-Present** Supervisor, Psychology Residents, London Consortium Residency Program

**2009-2020** Clinical Supervisor, Psychologists for Autonomous Practice Registration

**2010-Present** Medical Students Admission community interviewer, Schulich School of  
Medicine & Dentistry, Western University, London, Ontario

**2012-2014** Special Graduate Faculty, Department of Psychology, University of Guelph,  
Guelph, Ontario

**2015-2021** Clinical Supervisor, Psychiatry Resident, Div. of Child Psychiatry, Schulich  
School of Medicine & Dentistry, Western University, London, Ontario

**2015-Present** Medical Admission, community interviewer, Schulich School of Medicine &  
Dentistry, Western University, London, Ontario

**2017-Present** Appointed as a Peer Reviewer for the College of Psychologists of Ontario

**2022-Present** Family Medicine (CaRMS), community interviewer, Schulich School of Medicine  
& Dentistry, Western University, London, Ontario

### **Professional Recognition**

**2017** Admitted as an expert witness in the field of Clinical Psychology in a civil  
procedure by the London Ont. Court

**2015** Provided opinion evidence in the field of Clinical Psychology in a civil procedure  
by the London Ont. Court

**2009** Certificate of recognition by the College of Psychologists of Ontario for the  
support of candidates for Supervised Practice

### **Papers & Research:**

**2008** **Poster Presentation:** At the Joint Conference for the CMHO & OACAS  
**Title:** Evidenced-Based Treatment for Bipolar Disorder: Evaluation of Cognitive  
Behavioural Therapy in a Real-World Setting

- 2006**      **Poster Presentation:** Children’s Mental Health Ontario Conference  
**Title:** The Pediatric Bipolar Clinic: Evidenced-Based Treatment & Evaluation
- 2004**      **Research Grant:** Differential Diagnosis and Outcome for Children referred to a Mood Disorder Clinic
- 1997**      Braimoh, G., Rowntree, C. & Stacey-Corrin, R. (1997). The Relationships between Self-drawing & Self-report Measures in the Evaluation of Emotional Well-Being of Adolescents. Canadian Art Therapy Assoc. Journal. II, 1, 17-28
- 1986**      Ahmed, A. Garg, R. & Braimoh, G. (1986). Psychometric Properties of Synder’s Self-monitoring of Expressive Behaviour Scale. Perceptual Motor Skills. 495-50

**Professional Memberships**

College of Psychologists of Ontario

American Psychological Association

Ontario Psychological Association

**Personal**

- 2013-2019**      Secretary, Board of Directors, Crest Support Services, Elginfield, Lucan, Ontario
- 2021-Present**      Co-chair, Middlesex-London Health Unit, Anti-Black Racism Advisory Committee
- 2022**      Act as a consultant with the Nigerian Association of London Area (NALA) on a project on Mental Health and Addiction Awareness funded by the City of London

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

## Application

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

## Contact Information

Name: **George Brock**

City: **London**

Province: **ON**

Postal Code: **N5Y 5H1**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am retired and have no issues putting in the required time to perform the duties of this role.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Working in the capacity as Plant manager in my last employment, I have have gained insight into dealing with unions, negotiating contracts, discipline of employees, evaluating employees as well as training in regards to health and safety. In my capacity as Plant Manager, I have been responsible for millions of dollars while budgeting labour costs, equipment and supply costs. Dealing with Human Resource issues on a daily basis was a common occurrence. I have had extensive Health and Safety training as well as Harassment in the workplace training. Dealing with issues as they arrive and not panicking and being able to solve the issue was a common occurrence for me. I have had university training as well as graduating with honours from the Canadian institute of Management. I have coached minor hockey as well as minor baseball locally. I have lived in London all my life and take an active interest in the evolution of London.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**In my work dealings I had the honour of being chosen to sit on a committee that was centred in Chicago and had members participating on a global stage. The committee would meet a few times a year and give input and incite into current and future product developments. Having to work with not only, different personalities, but also dealing with people from all over the world and having to navigate through different cultural experiences, certainly has improved my communication skills. As an interested member of the community and father of an active member of the OPP I would be interested in utilizing my experiences as a board member for the City of London.**

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

**Working in a Health Care Laundry (London Hospital Linen Service) for over 30 years, I have had dealings with several different cultures. Navigating through these dealings were not always easy, but as long as you respected and had a willingness to incorporate other cultural needs, communication went a lot smoother than if you ignored and**

remained insensitive to other needs. Having an indigenous Daughter in-Law and Granddaughter, I have seen first hand behaviour directed towards them based on hate and fear. This type of behaviour has always been unacceptable to me and especially even more now. I would like to take an active roll in changing and combating against this poisoning in our community. I also have an understanding of the vast undertakings of a Police Officer, as mentioned above my daughter is an active member of the OPP. I believe with my experiences as a Manager I will be able to bring a healthy balance to this role. I certainly understand the needs of an organization and sometimes you have to make tough decisions that are not necessarily very popular with the majority. I have never shied away from dealing with difficult scenarios and have always faced them head on. London has always been a community where parents could feel they could raise their families in a safe and accommodating atmosphere. Different nationalities have always been welcome with open arms, however I believe that in the past few years with a larger influx of other cultures settling in London and Global issues like the pandemic and a more open display of hate towards different culture, people locally are searching for people or even whole communities to point a finger at. Local governments and Policing agencies are faced with the task of having to deal with these growing changing cultures as well dealing with the extra pressures forced onto them from hate or push back from the existing community. I would certainly like to help as a board member to address these issues.

Attach resume or other document here (optional):.

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/7/2023 4:06:37 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: **London Police Services Board**

## Contact Information

Name: **Gita Canaran**

City: **London**

Province: **ON**

Postal Code: **N6C 5E8**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am a Clinical Psychologist in the community and manage my own schedule. I am committed to providing a valuable contribution to this Board and as such, will make this a priority and be able to participate fully.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I am a trauma therapist in the community and a Clinical Psychologist who focusses on the treatment of first responders. I entered this field because of my experience as a trauma therapist, having worked with police and wished to be a part of reducing the high suicide rate amongst our officers. Since being engaged in this work, I realized that there was a service gap for police officers with suicidal thoughts having nowhere to go. They were expected to be admitted to a ward with people they had arrested, which was not an acceptable. I have since been working towards an acceptable solution within our community and have been advocating for increased strategies to prevent occupational stress injuries, rather than solely focussing on intervention and treatment of PTSD with our officers. I have also been fortunate to have been involved in two videos in conjunction with the London Police Association and the London Police Wellness Centre in this endeavour. Prevention strategies have implications to both recruiting and retention of our officers.**

**Prior to moving my practice to the community, I worked for over 20 years in a mental health hospital with the seriously mentally ill, the majority of which had concurrent trauma, addiction and legal issues. Through the years, I have witnessed how policing has changed for the better towards our mentally ill. However, there is still much work to be done. As such, I feel I can provide a unique perspective on the juxtaposition of both policing and mental health issues facing our community and can advocate for both in a fiscally responsible way.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have chaired and participated in various committees over the course of my career at the hospital as described in my attached CV. Additionally, I served on the Board of Directors of my professional association for a number of years, the former Ontario Association of Psychological Associates. I have been an active participant in how policing can work together with the mental health community to provide a more effective and trauma-informed approach. More recently, through my involvement in the treatment of police officers, I have come to understand the various struggles our officers face when having to deal with increasing mental health calls with limited resources. This has provided me**

with a unique understanding of both perspectives and a deepening fiduciary responsibility to both.

While various programs including the COAST program has made admirable advances in the interactions with our mentally ill and has helped reduce the burden on policing, there are many static and dynamic factors contributing to the current issues facing our community, and as such, there is still much work to be done. I feel my blend of knowledge in both policing and mental health can be of benefit in addressing these issues.

I wish to make a difference in how addressing the mental health of our police officers and our community can improve staff recruitment, retention, reduce injury and interactions with our mentally ill.

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

I was fortunate enough to grow up with a favourable view of police officers. My uncle was the Chief of Police in Mumbai and my father knew many of the local officers growing up in St. Thomas. However, as I entered my career, both as a graduate student up in Thunder Bay and during my work at the Crisis Unit in St. Thomas, my opinion began to shift. I became uncomfortably familiar with police interactions with the Indigenous in Thunder Bay and how the police would treat our mentally ill when they were brought into the psychiatric hospital in St. Thomas. To be fair, we too had a long way to go within the hospital to becoming more trauma-informed and I was pleased to have been a part of initiating that movement. This would not have been possible without the strong support from the managerial level.

I held this somewhat negative view for many years, until I began working with police officers during my work at a trauma specialty clinic at LHSC and bore witness to their struggles. It was cemented years later when I myself was a victim of a violent assault. The OPP went above and beyond in a very compassionate and skilled way at the time and I saw again that positive changes were possible. I saw it again during my work on SJHC inpatient units where we were able to work more collaboratively with the police and see it now with the new COAST program. It is my sincere hope that I will be able to contribute to the ongoing commitment towards reconciliation, equity and inclusion for all peoples.

Attach resume or other document here (optional): **CV2020.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/13/2023 5:24:37 PM**

# GITA CANARAN, M.A., C. Psych. Clinical Psychologist

Archways Centre for CBT  
Springbank Medical Centre

---

## PROFESSIONAL

- Clinical Psychologist - College of Psychologists of Ontario.
- Adjunct Faculty – Dept. of Psychiatry, Western University, London ON
- Allied Scientist - Lawson Health Research Institute, London ON
- M.A. (Clinical Psychology) – Lakehead University, Thunder Bay ON.
- B.A. (Honours Psychology) – McMaster University, Hamilton ON.

---

## CLINICAL

**Archways Centre for CBT – 2019 to present.** Focussing on treatment of uniformed and non-uniformed first responders, including prevention, early intervention, diagnosis and trauma focussed therapies including EMDR. Listed provider with WSIB, police services and fire services.

**Parkwood Institute Treatment and Rehabilitation Program - St. Joseph's Health Care London. 2004 to 2019.** Providing assessment, consult, differential diagnosis and treatment of adult psychiatric tertiary populations and Seriously and Persistent Mentally Ill (SPMI). Treatment often involves an Integrated Therapy approach including Trauma therapy (EMDR, TIR, schema-based approaches) as well as Cognitive Behavioural Therapy (CBT, CBTp, MB-CBT), Dialectical Behaviour Therapy (DBT) and Mentalization within a Psychosocial Rehabilitation Model. Specific interest in the treatment of complex traumatic psychosis including provision of supervision and teaching to residents, students and staff.

Also:

Co-Chair and Advanced Practitioner – Traumatic Psychosis Community of Practice, CBT for Psychosis

Director of Communications - OAPA Board of Directors

Lecturer – PTSD, Mindfulness, Personality Disorders, Traumatic Psychosis, Psychosis

Co-Investigator - The Montreal Cognitive Assessment (MoCA): A Validation Study

Chair – Advanced Practitioners Group for CBTp

Co-Chair – Psychology Discipline Council, Psychosis Research and Evaluation Task Team

Team Leader – Dialectical Behaviour Therapy Intensive Training Team

Chair – Specialized Populations Task Team

Project Lead/Research Coordinator – Multisensory Relaxation Room

Member – Psychotherapy Act Working Group; OPA Psychotherapy Task Force Quality Council Committee, Open Team Stations Task Team Shared Leadership Council, Healing Palette Committee, Moods and Anxiety Program Planning Task Team, Psychology Retreat Planning Committee, Ward Milieu Task Team

Excellence in Professional Practice Award – 2018. Excellence in Teaching and Coaching.

## **GITA CANARAN, M.A., C. Psych. Clinical Psychologist**

**Private Practice, London Ontario. 1997 - present.** Crisis response, assessment, diagnosis and treatment of general individual adults. Stabilization for traumatic events, integrated trauma therapy, CBT, DBT, EMDR, Mindfulness, Schema Therapy, Attachment Trauma treatment, Mentalization, Interpersonal approaches.

**London Health Sciences Centre (South St. Campus). Traumatic Stress Service Workplace Program. 2003 – 2004.** Assessed, diagnosed and treated clients who experienced a traumatic incident while working and who suffered with posttraumatic stress disorder (PTSD) and/or related problems. Provided individual and group therapy on an outpatient basis, including trauma-focused therapy, pain management and return to work plans.

**Regional Mental Health Care St. Thomas Crisis and Relapse Prevention Unit. 1999 - 2003.** Assessed, diagnosed and treated adult inpatients and outpatients. Provided individual and group therapy. Initiated and led Trauma and Personal Growth group for patients experiencing Complex PTSD with Axis II involvement. Liaised with various community agencies and family physicians in a shared-care model. Provided educational in-services and supervision of therapists.

---

### **RESEARCH**

**Prevention and Early Intervention Program for Psychosis (PEPP) – University of Western Ontario (UWO) Department of Psychiatry, London Health Sciences Centre – Victoria Campus.** Clinical Research Coordinator. 1998-1999. Coordinated research protocol for the program involving inpatients and outpatients experiencing first episode psychosis, conducted clinical assessments and differential diagnosis using Structured Clinical Interview for DSM-IV Diagnosis (SCID-IV), completed neurocognitive testing and various symptom rating scales, counselled patients at risk for psychosis, and managed database. Supervisor: Dr. Ashok Malla.

**Western University (UWO) - Department of Neuropsychiatry, London Health Sciences Centre – University Campus.** Clinical Research Associate. Coordinated studies in Magnetic Resonance Imaging (MRI), Magnetic Resonance Spectroscopy (MRS) and functional Magnetic Resonance Imaging (fMRI) for studies in schizophrenia, including recruiting, assessing, completing differential diagnosis (SCID) and neurocognitive testing. Adapted and implemented neurocognitive paradigms and assisted in the development of relevant software for use during fMRI studies. Also coordinated studies in mood disorders, obsessive-compulsive disorder, neuropathological and family studies in schizophrenia. Assisted in preparation of research grants, ethics proposals and journal submissions. Collected and maintained data for statistical analysis. Neuropsychiatry Research Group – member. 1993-1998. Supervisor: Dr. Peter Williamson.

**McMaster University Medical Centre - Research Technician in Department of Biomedical Sciences.** Coordinated and conducted psychopharmacology research projects involving chronic dopamine receptor stimulation as an animal model for schizophrenia in a behavioural psychopharmacology lab using open field and pool environments. 1987-1990. Supervisor: Dr. Henry Szechtman; Research Assistant in Department of Psychiatry for Positron Emission Tomography (PET) research in Schizophrenia. 1989-1990. Supervisor: Dr. Jock Cleghorn; Research Assistant in Department of Biomedical Sciences. Conducted neurohistological studies in an animal model for Alzheimer's Disease. 1989. Supervisor: Dr. Michele Pisa.

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

### Application

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

### Contact Information

Name: **Shiv Chokhani**

City: **London**

Province: **ON**

Postal Code: **N5X2L8**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I Shiv Chokhani, confirm that I will be available to attend a full-day meeting attendance which will require 4-6 hours of reading in advance.**

**I am resident of London, citizen of Canada, have my own small successful business right here in London, ON for more than 12 years Working there almost every day, having my skin in the game, investing my own hard earned money in my business, right here in city of London.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**My Skills include:**

- **Detail-work expertise**
- **Excellent communication.**
- **Excellent Judgment**
- **Accuracy**
- **Self-directed**
- **Complex problem solving**
- **Speak Multiple Language English/Hindi/Marathi/Gujrati/Marwadi.**
- **Possesses overall aesthetic sensibility.**

**Education:**

**Don Bosco High School, Mumbai – Basic Education.**

**H.R. College of Commerce & Economics, Mumbai – Education in Economics and Basic Accountancy.**

**Gemmological Institute of America (G.I.A.), Santa Monica, USA – Graduate Jeweller Gemologist (GJG) & Alumni member of G.I.A.**

**Gemmological Association & Gem testing Laboratory of Great Britain, (G.A.G.T.L.) London, UK. – Graduate Gemologist (F.G.A) & fellow of G.A.G.T.L.**

**Gemmological Institute of India, (G.I.I) Mumbai – Graduate Gemologist.**

• **Involved in many local charities such as Special Olympics Canada, Big Brothers Big Sisters, London Food bank, London health science Centre, Hutton house.....**

**My ability of attention to details, accuracy, great communication, excellent judgement can help the board to carry on their routine work smoothly and efficiently.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have been resident of London Ontario for more then 10+ years now and being a successful business owner and part of the community. I would like to serve the board and put my skills to work to make city of london better place for everyone.**

**By giving me the opportunity to work on this board, I would be able to guide policing in London, assist them in approving the hiring of employees, guides the creation of business plans and monitors their progress, determines the objectives and priorities of our police service.**

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

**I am resident of London, citizen of Canada, have my own small successful business right here in London, ON for more than 12 years Working there almost every day, having my skin in the game, investing my own hard earned money in my business, right here in city of London.**

**My Skills include:**

- **Detail-work expertise**
- **Excellent communication.**
- **Excellent Judgment**
- **Accuracy**
- **Self-directed**
- **Complex problem solving**
- **Speak Multiple Language English/Hindi/Marathi/Gujrati/Marwadi.**
- **Possesses overall aesthetic sensibility.**

**Involved in many local charities such as Special Olympics Canada, Big Brothers Big Sisters, London Food bank, London health science Centre, Hutton house.....**

Attach resume or other document here (optional): **Shiv Chokhani Gemologist.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify: **Online News**

Submitted on: **3/19/2023 1:03:24 PM**

# SHIV CHOKHANI

DG(GII);GJG(GIA);FGA(GAGTL)

---

London, Ontario – N5X2L8.

**Professional Summary:** Accomplished and proven Gemologist with solid 25 years + experience working with Fine Jewelry, Gemstones and Minerals. Accurate, attentive to detail, strong analytical ability with a successful career in gemology, Jewelry Designing and production. Winner of Canadian National “Award of Excellence” for Design and Innovation. Successfully put Karat Fine Jewellery and London Ontario on the Cover of Canadian Jeweller, a prestigious Canadian National Magazine.

<https://canadianjeweller.com/karat-fine-jewellery-creating-pieces-of-passion-to-treasure-for-a-lifetime/>

## Skills:

- Detail-work expertise
- Design Experience
- Excellent communication.
- Excellent Judgment
- Accuracy
- Self-directed
- Complex problem solving
- Speak Multiple Language English/Hindi/Marathi/Gujrati/Marwadi.
- Possesses overall aesthetic sensibility.

## Experience:

**Manager – Karat Fine Jewellery:** Successfully and professionally managed Karat Fine Jewellery, several award winning Canadian fine jewellery businesses.

- Provided excellent service to customers.
- Performed all appraisal work including estate, insurance and resale values.
- Did all the buying for the entire store, selected gems according to quality guidelines.
- Stocked merchandise and set up promotional displays
- Resolved customer concerns and questions promptly.
- Able to verify the identification, authenticity, quality, size, and treatments (if any) of all gemstone and jewelry items within the limitations of our available testing equipment and provide counsel to other internal departments including, but not limited to, Legal and Compliance, Quality Control, in conjunction with the department manager regarding these items.
- Support the development & curation of Gem material and gemstone collection by recommending pieces for acquisition, researching fair pricing, and negotiating final purchase prices.
- Ensuring acquisition and display protocol followed.
- Recommending the design or redesign of current or future internal displays.

- Writing gemstone articles or other content to support the Jewelry & gemstone business in local newspaper and social media.
- Updating and creation of new Learning Library content to support sales growth
- Continuing gemstone education by reading industry-related journals and attending conferences and sharing findings with our team
- Attended JIS, AGTA, GJX, JCK, Couture, Tucson Gem and Mineral Show, Hong Kong show, annually as business allows for professional development as well as for growth of the business.
- Development of gemological content and providing teaching support for internal gemstone and jewelry-related training courses.
- Developing and delivering gemstone and jewelry-related classes to customers and the public when required.

### **Education:**

Don Bosco High School, Mumbai – Basic Education.

H.R. College of Commerce & Economics, Mumbai – Education in Economics and Basic Accountancy.

Gemmological Institute of America (G.I.A.), Santa Monica, USA – Graduate Jeweller Gemologist (GJG) & Alumni member of G.I.A.

Gemmological Association & Gem testing Laboratory of Great Britain, (G.A.G.T.L.) London, UK. – Graduate Gemmologist (F.G.A) & fellow of G.A.G.T.L.

Gemmological Institute of India, (G.I.I) Mumbai – Graduate Gemmologist.

- A true passion for gems and minerals.
- Own my own personal GIA Portable Laboratory and GAGTL Gem Identification Mini Laboratory.
- Appeared on local media such as TV a number of times, discussing, promoting various topics and issues. Maintaining a professional, courteous image.
- Working knowledge of Microsoft Office; an ability to learn additional computer software programs as necessary
- Ability to research, read, analyzes, and edits technical writing as it relates to gemstones, gem materials and minerals.
- Ability to effectively present technical information concisely and creatively to a broad audience.
- Ability to work under pressure and meet deadlines.
- Willingness to support educational initiatives with on-air presence, guest segments, or recorded video and/or audio tutorials if needed
- Involved in many local charities such as Special Olympics Canada, Big Brothers Big Sisters, London Food bank, London health science centre, Hutton house.....

REFERANCES AVAILABLE UPON REQUEST

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

## Application

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

## Contact Information

Name: **George Compton**

City: **London**

Province: **ON**

Postal Code: **N6C 4Z9**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am retired and have complete control of my own schedule. I am well spoken, capable of written and verbal communications. My past work has made me into a competent note taker who believes in appropriate follow up.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have had a life long career in financial matters that gave me experience in commercial and financial fraud. I have an understanding and experience in legal and court matters regarding personal care and financial matters.**

**As a soccer and hockey referee I learned the benefit of rules and the appropriate adjudication of said rules and the difference and application of both the spirit and the written rules. I was an instructor and coach in soccer and am adept at building strong teams.**

**I am adept at hiring practises and choosing the right person for the job, meeting both the written requirements and ability to fulfill the personal requirements of a position.the**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have served on my Condominium Corporation Board since the 1990's. I served as a president of the Soccer Referee's Association. I sat on Financial Boards including Fund Boards in Prince Edward Island and New Brunswick.**

**I am interested in this Board as the City of London is facing challenges now and in the future of rising weapons crime and internet crime. I have had friends in four Provinces who served on Police forces and am aware of the personal and professional challenges they faced.**

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

**In my work in the Trust Industry I worked with various Police forces in commercial and financial crime.**

**As a coach and referee in Soccer and hockey I became skilled at handling negative confrontational circumstances without resulting emotional responses.**

**I grew up in Dartmouth, Nova Scotia within an interracial community and learned to deal with individuals without resorting to generalizations.**

Refereeing soccer in London, I dealt with many different cultural and racial groups and found that dealing with the individuals was always more appropriate than dealing with stereotypes.

I have coached women's soccer and have dealt with issues pertaining to gender prejudice, which I have found generally occurs when parties act from lack of knowledge and taught prejudices and stereotyping.

I grew up in what London would consider a rough environment and any dealings with Police was always positive. I am able to provide a resume, however having completed this on my cellphone, I am not able to attach it here. Given an email address, I can forward it. References can also be given on request.

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/15/2023 5:22:56 PM**

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

### Application

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

### Contact Information

Name: **Stephen D'Amelio**

City: **London**

Province: **ON**

Postal Code: **N5W1B1**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I would be able to meet this requirement as I work Mon-Friday 3am-10am allowing me to work throughout the day without interruption.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**2010-2011 : Pride London Festival**

**-Entertainment Director (Board member)**

**2019-2020 : Pride London Festival**

**- Governance and ByLaw Chair**

**- BIPOC Outreach Director (Board Member)**

**2020-2022 : Pride London Festival**

**- President (Board member)**

**2022-2023 : Pride London Festival**

**- Vice President (Board Member)**

**2023- Present : Pride London Festival**

**- Vice Presidential Advisor**

**2021 - Present : TVDSB Diversity Equity and Inclusion Committee**

**- Committee Member**

**(Pride London Representative)**

**2020 - Present : London AfroCentric Community Association Committee Member**

**2019 - Present : London Arts Council Artist & Panel Judge**

**2023 - Present : City of London Black Liaison - LGBT Outreach connection (Yvonne)**

**Small Business Owner**

**(mightylove.ca) - Wedding Event Services (DJ)**

**Over 15 Years of Customer Service, Collections and Sales Experience**

**Former Radio Host, Promoter and Community builder within the LGBTQIA, Black and Student population from 2004-Present**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**2010-2011 : Pride London Festival**

**-Entertainment Director (Board member)**

**2019-2020 : Pride London Festival**

**- Governance and ByLaw Chair**

**- BIPOC Outreach Director (Board Member)**

**2020-2022 : Pride London Festival**

**- President (Board member)**

**2022-2023 : Pride London Festival**  
**- Vice President (Board Member)**  
**2023- Present : Pride London Festival**  
**- Vice Presidential Advisor**  
**2021 - Present : TVDSB Diversity Equity and Inclusion Committee**  
**- Committee Member**  
**(Pride London Representative)**  
**2020 - Present : London AfroCentric Community Association Committee Member**

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

**I am seeking to utilize my professional and lived experiences to educate, guide and provide solutions.**

**An active member of both the 2SLGBTQIA+ and Black minority communities I strive to bring challenges, perspectives and solutions from and for all Londoners with these populations at front of mind ; I will continue to do this and wish to learn as I inform. As President of Pride London I became instrumental in re-engaging and reinforcing the relationship between the 2SLGBTQIA communities and the LPS.**

**With community participation; the decision was granted to allow LPS back into the Parade in 2021,2022 and 2023 while further work between myself, our board and the LPS continue to drive important conversations and solutions.**

**I am very proud of the work our board carried out in trying to show our community the many faces, sides and lives behind the conversation around Police, Security, Safety and the LGBT2QSIA communities.**

**I have and continue to engage with many organizations and leaders including Black Lives Matter, LBHMCC, Athlosa, LPS, Middlesex Health Unit, OPP, Boys & Girls Club, Pillar and many more throughout the year.**

**I strongly believe in ensuring proper representation through effective, professional, creative and community based conversations, education and activism.**

**It is my goal to ensure proper representation of a unique intersectionality of identities within LPS**

**and outside of it; and assist, shape and learn how they engage, inform, fund and ultimately provide safety and security to all residents.**

**I pride myself on being a pragmatic, a-political, consensus building professional at all times and would bring this along with my decades of experiences to this role.**

Attach resume or other document here (optional): **STEPHEN DAMELIO RESUME.docx.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify: **Recommended by Ziyad Zambian(Diversity Officer)**

Submitted on: **3/19/2023 11:06:23 AM**

# STEPHEN D'AMELIO

LONDON

## EMPLOYMENT EXPERIENCE

**Package Handler** **November 2019-Present**

*UPS, London ON*

- Physically demanding overnights for worldwide logistics company

**Account Manager** **December 2015-January 2019**

*Affirm Financial Services Inc., London ON*

- Inbound and outbound calls to update accounts of delinquent debtors
- Resolve complex inquiries from frustrated customers
- Maintain accurate and up-to-date files notes

**Owner/ Digital Media Artist / DJ** **September 2004-Present**

*Mighty Love Entertainment, London ON*

- Wedding services, live event series, graphic and web design, clothing line, radio

**Customer Care Agent** **January 2014-May 2015**

*Great West Life Co., London ON*

- Provided customer service for dental claim inquiries

**Collections and Billing Support** **March 2008-January 2014**

*Hydro One Networks, London ON*

- Generated payment plans, credit card payments, and service orders

**Billing and Credit Services** **September 2004-January 2008**

*Citibank MasterCard, London ON*

- Assisted clients with payments, credit inquiries, balance transfers, account upgrades, new cards, and resolving past due balances issues

## EDUCATION AND TRAINING

<b>Hotel, Restaurant, and Casino Management</b> <i>Westervelt College, London ON</i>	<b>2010</b>
<b>Radio and Broadcasting (Production and On-Air)</b> <i>University of Western Ontario, London ON</i>	<b>2004</b>
<b>Ontario Secondary School Diploma</b> <i>Strathroy District High School, Strathroy ON</i>	<b>2002</b>

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

## Application

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

## Contact Information

Name: **Sara De Candido**

City: **London**

Province: **ON**

Postal Code: **N5X3N2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Preparatory reading requirements will be met and my employer is aware and supportive of my application, and am willing to use vacation time as needed.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Through my career and lived experience, I continue to learn and grow through any bias related to diversity, equity and inclusion. I am a committed Londoner seeking to continue to give back in ways that evolve with my professional and lived experiences. With school aged children, I seek to play a greater role in improving the condition of our community and would be honored to serve in this capacity.**

**My professional asset to the Board is around as is relates to my career (LHSC and others):**

- 1) Government and Policy**
- 2) Public Relations, Engagement and Communications**
- 3) Leadership/Op in unionized environment**
- 4) Strategic planning - priority setting – budgets - HHR**

**My personal assets:**

- 1) Experience and success working with Toronto Community Housing in developing community programs for at-risk youth (in my role at the Toronto Blue Jays)**
- 2) Relationships and volunteer for United Way London Middlesex (Chair, LHSC), LLSC – Light the Night, and other programs such as London Food Bank, Ronald McDonald House**
- 3) Former Board Member for London Family Court Clinic**
- 4) Coach for AFC**
- 5) Volunteered at numerous community events over the years**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As stated in #2, I not only served on the Board for London Family Court Clinic, within my role as Manager, Jays Care Foundation – I also was the Board administrator and took numerous courses on Governance and Board strategy and decision making.**

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

Through my career and lived experience, I continue to learn and grow through any bias related to diversity, equity and inclusion. I am a committed Londoner seeking to continue to give back in ways that evolve with my professional and lived experiences. With school aged children, I seek to play a greater role in improving the condition of our community and would be honored to serve in this capacity.

Recognizing and understanding that that most of us knowingly, and at times, unintentionally possess inherent bias, I have actively sought-out learning opportunities to learn, such as Cultural Competency trainings (CCO – Indigenous Peoples), Ally Training (LGBTQ), Indigenous Canada Course – UofA and as well as completed LEADS360 as part of my professional EI growth.

In my role in private industry, my role focuses on reaching marginalized communities to balance the inequities, and create opportunities to ensure equity in access to care. This passion has extended into my currently role at LHSC, where I continue to push for equity in access and actively partner within the ecosystem to discuss health system gaps and drive change for our most vulnerable communities.

While with the Toronto Blue Jays, I worked alongside with Toronto Community Housing team members to develop and fund programs for at-youth risk. This was my first exposure, early in my career where I learned the fulfillment and reward of prioritizing efforts that lead to impact – in particular our youth!

As a first generation Canadian, and proud Londoner, it would be my privilege to serve our community as Board Member, London Police Services Board.

Attach resume or other document here (optional): **Sara De Candido.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/19/2023 6:29:19 PM**

# SARA DE CANDIDO, MBA

London, ON N5X3N2

## HEALTHCARE EXECUTIVE

*Build & Lead Innovative, Strategic Partnerships, Cultural Transformations, Patients and People-Centric*

Dynamic results-driven professional with a strong organizational and logistical skill set. Highly experienced in business development, systems planning, and stakeholder and government relations management.

Motivated team contributor with keen focus and versatile presentation style. Leverage strong emotional intelligence to develop high-performing teams. Translate complex concepts for a wide range of audiences, resolving problems and communicating solutions clearly across all organization lines.

**Budgeting & Objective Setting | Advanced Project Management | Conflict Resolution  
Change Management | Strategic Account Management**

## PROFESSIONAL EXPERIENCE

**LONDON HEALTH SCIENCES CENTRE & ST JOSEPH'S HEALTHCARE LONDON**, London, ON **2022 – Present**  
Pathology and Laboratory Medicine

### **DIRECTOR, Pathology and Microbiology, (I) External Relations and Partnerships**

Lead strategic and operational execution, and drive regional and local relationship management by leading the formation of long-term strategic plans for Pathology and Microbiology Programs. Oversee fiduciary and financial aspects of business operating plans, budgets, and regional contracts. Role model innovative, forward-thinking and people-first mindset and culture in day-to-day operations. (Support 2 Dyad Leaders, 4 Operational Managers)

- Sponsor and Lead 3 major transformation Initiatives within PaLM (Pathology Tracking System, Total Lab Automation, and Ventilation Project), totaling 12+mil in innovation and capital investment
- Co-chair (interim) the Regional Diagnostic Network Operations Committee – OH W and Ontario Provincial Core COVID-19, designed to tackle some of the greatest local and system challenges facing lab services in our region (HHR Crisis, Access, etc.)
- Local co-lead for Cervical Screening Program RFP, aligning local clinical and thought leaders to advocate for the local program as well as the integrity of provincial academic Cytology programs
- Operational leadership in a comprehensive tertiary Pathology Program including subspecialty surgical pathology, extensive immunohistochemistry, electron microscopy, cytopathology, forensic and hospital autopsy center of excellence
- Led the operational strategy and business planning to execute automation and digital integration strategy for Pathology and Microbiology services
- Development of strategies to ensure an inclusive work environment where our people can do their best work – active in union discussions to cultivation strategies to support future workforce planning
- Proactively build deep connections with internal stakeholders (across all functional areas) to support effective and balanced decision-making, in addition to amplifying the role of PaLM in providing first-class, high-quality, and timely patient care
- 2022 Campaign Chair, LHSC - United Way Campaign

**COUNTRY HEAD, Patient Engagement**

Design, lead and implement a national framework for patient engagement from clinical trial design to commercialization. Develop strong partnerships with National Patient Organizations and the Government to strengthen the health ecosystem and support and stronger and more sustainable health system for patients needing access to innovation and therapy.

- Country leader of organizational cultural transformation to be more patient-centric (16 Priority and Pipeline Teams, 6 reports).
- Led strategy and execution of patient engagement including regulatory and compliance navigation, legal requirements, and insight gathering to ensure appropriate pathway and experience measures Manage all priority National Patient Organizations as well as develop new partnerships with all eco-system stakeholders to tackle policy challenges such as health equity and inequities in access in Canada
- Supported Canadian negotiating team with new listings for therapies, allowing entry into the Canadian market and shaping policy advocacy.
- Managed 2 mil Grants and Donations Program budget, and redesigned program pillars to drive greater impact, in addition to simplifying the process and aligning to IMC Code
- Represented Novartis at industry policy tables, patient associations, conferences, and education events, building relationships and enhancing reputation.
- Led co-creation of partnership with Ivey School of Business, forming the Novartis Learning Lab – to build capabilities for the future health system and policy leaders (program design

**DIRECTOR, Strategic Partnerships, Health Policy, and Patient Access**

Led development and execution of Oncology business unit's (OBU) Strategic Partnerships strategy in Canada, including key performance indicators (KPI), creating/monitoring budgets, and allocating resources. Manage cross-functional teams to co-create solutions and execute tactics (4 Priority Brand teams, 2 direct reports), establishing partnerships for removing health system barriers.

- Led strategy and execution for account plans and co-creating solutions and partnerships with prioritized accounts (institutions, cancer centers, cancer agencies, and health authorities).
- Guided and informed Legal, Compliance, and Communications on potential partnerships, collaborations, and development of solutions, as a resident expert with external and compliance perspectives.
- Identified, negotiated, and implemented business opportunities, growing oncology portfolio across strategic accounts. Drove 10% growth for top 3 strategic accounts and established 8 innovative partnership contracts across Canada.
- Supported the Canadian negotiating team with new listings for therapies, allowing entry into the Canadian market and shaping policy advocacy.
- Represented Novartis at industry policy tables, patient associations, conferences, and education events, building relationships and enhancing reputation.

**GROUP MANAGER, Health System Quality Improvement Initiatives**

Led design and implementation of standardized tools and processes to plan, manage, monitor, and evaluate system-level quality improvement initiatives and measurement strategies while ensuring alignment with corporate approaches. Managed 4 direct reports (functional managers, specialists) and 4 provincial project teams (30+ members).

- Served as champion and mentor in fields of project management and healthcare QI, staying abreast of leading practices and establishing structures and strategies to ensure embedded in all work.
- Built strategic internal and external partnerships to promote successful system change (MOHLTC, OMA, LHINS).
- Supported initiation phase of projects, partnering with clinical and business leads on defining goals, scope, and risks.
- Executed stakeholder mapping, ensuring each initiative had robust stakeholder engagement, evaluation, effective governance structure, and achievable project plans.
- Conducted status reviews and provided business guidance; identified deviations from work plan and budget, implementing corrective actions and escalating risks / issues.
- Identified and managed complex interdependencies between projects and with key partners, aligning stakeholder engagement plans across suite of provincial initiatives.

**LONDON HEALTH SCIENCES CENTRE**, South West Regional Cancer Program, London, ON **2013 – 2018**

**CONSULTANT / REGIONAL PROGRAM SPECIALIST**

Led and project managed multiorganizational cancer system projects (Person-Centered Care, Regional Endoscopy Services, Symptom Management, QBP and Guideline Implementation, LHIN Palliative Collaborative), from evaluation to close-out. Managed 1 support and 50+ active project members at 18 hospital sites in the region, including performance reviews, establishing schedules, and providing feedback and support.

- Guided healthcare teams, committees, and the process by stewarding change management and engagement strategies.
- Established and cultivated relationships with internal/external stakeholders (CCAC, CCO, SW LHIN), ensuring effective engagement, and liaising between regional cancer service providers and Cancer Care Ontario.

**FANSHAW COLLEGE**, Lawrence Kinlin School of Business, London, ON **2016 – 2017**

**PROFESSOR, Employee Resolution and Problem Solving and Project Management**

Led and instructed 5 courses (2 Human Resource, and 3 Project Management) to 130 students. Developed weekly lesson plans and in-class activities.

- Mentored and coached students on attaining educational and career goals via 1-on-1 or classroom settings.
- Engaged in faculty development opportunities, such as online learning, and adapting teaching to learning styles (adult education methodologies, teaching to millennials).

**LONDON HEALTH SCIENCES FOUNDATION**, London, ON **2009 – 2013**

**Manager, Corporate Partnerships**

2013

Developed and executed a Corporate Partnership strategy to maximize support for financial and patient priorities. Managed 1 direct report (Development Officer) and 1 assistant, including performance review, establishing schedules, and providing feedback and support.

- Solicited sponsorship for Signature Events (Country Classic Auction, Tastings, See the Line) by creating and disseminating program information via email, brochures, and presentations.
- Remained aware of regulatory measures on industry and private-sector partnerships when seeking value-add contracts or leveraging opportunities, avoiding risk.

**Senior Development Officer, Major Gifts**

2009 – 2013

**WESTERN UNIVERSITY, USC**, London, ON **2007 – 2009**

**Marketing and Special Events Manager, Student Life**

**TORONTO BLUE JAYS BASEBALL CLUB**, Toronto, ON **2004 – 2007**

**Manager, Jays Care Foundation**

Supported active Board of Directors with strategic and fiscal responsibilities related to daily operations of Foundation and Baseball Club. Developed community programs with municipal governments and agencies that aligned with strategic objectives (Toronto Community Housing, Rookie League Camps, Doc's Box).

- Planned and executed annual fundraising events and managed day-to-day and event-related financials.
- Vetted incoming funding requests and presented recommendations to the Board of Directors / Grant Committee, ensuring proper fund allocation while maintaining and building long-term relationships with grant recipients.
- Drafted press releases, collateral content, and correspondence between board and third parties, aligning communication strategies.

## EDUCATION

- **Master of Business Administration (MBA)**, Global Innovation Leadership, University of Fredericton, Fredericton, NB,
- **Professional Certification**, Alternative Dispute Resolution (Mediation and Negotiation), Western University, London, ON
- **Bachelor of Arts (BA)**, Political Science, Western University, London, ON

## CERTIFICATE PROGRAMS AND SPECIALIZED TRAINING

- **CHE (Candidate, 2023), College of Health Leaders**
- Continuing Professional Development Certificate, Aboriginal and Cultural Competency, Cancer Care Ontario, Toronto, ON
- Continuing Professional Development Certificate, Change Management, Bestcareerleap, London, ON
- Organizational Behaviour, Western University, Continuing Education, London, ON
- Human Resources, Western University, Continuing Education, London, ON
- Negotiation Mastery, Scotworks, Montreal Quebec
- Indigenous Canada Course, University of Alberta, Online

## TECHNICAL SKILLS

- Windows XP; Microsoft Office, Outlook, Excel, PowerPoint, Word, Project); Novell (GroupWise); Basecamp Project Management
- WebEx and WebCT Online Platforms
- MAC and PC Advanced Social Networking Practices (Twitter, Facebook, LinkedIn, YouTube)

## COMMUNITY INVOLVEMENT

- Event Volunteer, Light the Night, Lymphoma and Leukemia Society of Canada, London, ON
- Past Board Member, London Family Court Clinic, London, ON
- Coach, Alliance FC Soccer Club, London, ON

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

## Application

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

## Contact Information

Name: **Sarvarinder Dohil**

City: **London**

Province: **ON**

Postal Code: **N6H0E7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**being in a role, I will be committed to meeting, in advance preparations, and putting in extra effort as required. I do have experience attending the long-hour meeting. Being attached to the community, I give the required time as committed to the meetings.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

- **Represent Sikh community in London city.**
  - **Serves as President of GuruNanak Mission Society, London ON**
  - **I organize various events involving families and youth in volunteering**
  - **Attend multi-faith meetings and are very well-known to the community leaders**
  - **I give all my time to the community as and when required after my working hours**
  - **I closely work with London Police Services, thus have knowledge of some rules and procedures related to the community work**
  - **I also organize an event once a year to bring the community together**
  - **I have good negotiation skills, while working in London Transit, I have experience in route planning for London Transit and peer support for the existing employees.**
  - **I have 15+ years of customer service experience**
  - **I am well-versed in decision making which benefits the organization**
- I hope my various skills will be an asset to the London Police Services board.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I do have experience in serving on below boards-**

**1. Guru Nanak Mission Society**

**2. TVDSB Equity and Inclusion Advisory Committee**

**I am interested to be on the Board of the London Police Services in order to gain experience and work more closely with the London Police Service. I already have great relationships with many employees, however, I am keenly interested in taking part in policies, procedures, and decision-making and most importantly providing my recommendations as and where required.**

**My involvement on the board will be an encouragement in the community and I will also be able to present thoughts, and valuable suggestions regarding our community wherever required.**

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

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

**Through my efforts on the board, I will be able to represent many communities that I work with. I believe in diversity and have contributed to many inter-faith events. I work closely with London Muslim Mosque and Kevin George and together we have brought communities together many times.**

**I can assure you that being on board I will be able to better assist everyone in the City of London. I am committed toward serving the humanity, thus promoting diversity and inclusion. I speak English, Hindi, Punjabi, Urdu and understand various other languages, which will be an asset.**

**I have connections with Muslim, Arabic, Sudani, Nepali, Indian, Pakistani, Christian and various other communities.**

**My work in the community is very well-known, I love building long-term relationships and retaining them.**

Attach resume or other document here (optional): **Sarvarinder resume.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **2/23/2023 9:26:50 PM**

**Sarvarinder Singh Dohil**  
London, ON N6H 0E7

---

## PROFILE AND OBJECTIVE

To bring change and growth in my career.

---

## EDUCATION

<b>Post graduate Diploma in Marketing Management</b> England, UK	<b>2005-2006</b>
<b>Post graduate Diploma in Labour Law</b> England, UK	<b>2004-2005</b>
<b>Post graduate Diploma in Advertisement Management</b> Punjab, India	<b>2003-2004</b>
<b>Post graduate Diploma in Computer Science</b> Punjab, India	<b>2001- 2002</b>
<b>Graduate in Art &amp; Science</b> Punjab, India	<b>1997-2000</b>

## EMPLOYMENT HISTORY

### WORK EXPERIENCE

<b>London Transit Commission</b> London, ON	<b>Oct 2014 - Present</b>
<b>Roles and Duties-</b> <ul style="list-style-type: none"><li>• Ticket Clerk</li><li>• Peer Support</li><li>• Customer Service</li></ul>	
<b>Checker Cab Owner Operator</b> London, ON	<b>Nov 2010- Oct 2014</b>
<b>Roles and Duties-</b> <ul style="list-style-type: none"><li>- Driver and owner operator</li><li>- Customer Service</li></ul>	

**Fedex Truck Owner Operator**

**Aug 2007- Nov 2010**

London, ON

**Roles and Duties-**

- Driver and owner operator

**CERTIFICATIONS**

1. First Aid/CPR
2. Food Certification

**VOLUNTEER ACTIVITIES/ MEMBERSHIPS**

1. Guru Nanak Mission Society, London ON  
**President**
2. Eagle Heights Public School, London ON  
**Member of Parent Council Board**
3. Thames Valley District School Board  
**Member of Equity and Inclusion Advisory Committee**
4. Member of Urban League of London
5. Member of London & Middlesex Local Immigration Partnership
6. Member of United Way
7. Represent Sikh community.

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

## Application

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

## Contact Information

Name: **Marwan El Nashar**

City: **London**

Province: **ON**

Postal Code: **N6A 3P8**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I'm currently unemployed and will be fully dedicated to this position should I be selected.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have a B.A in Economics that helps me collect and analyze large sets of data to identify trends, and community needs in both short and long terms, areas of weakness, and of potential growth. As I worked in finance, I'll also be able to understand and provide insights into financial statements, budgets, and expenses and streamline those expenses when possible.**

**With my degree in Marketing communications, as well as my life experience, I'm able to engage with a diverse group of stakeholders and community members. Often with conflicting priorities and goals in order to better understand their motives and better align their objectives. This will also be an asset in disseminating information to the public about the department, its progress, and its achievements.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As a homeowner of a downtown condo, I was voted twice on the Board of Directors and severed about 4 years collectively.**

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

**I immigrated to Canada in 2006 and quickly made London my home away from home. Since then I have integrated seamlessly into the community, engaged and participated with various groups, organizations, initiatives, and activities, and have established a strong community understanding and relationships. As part of a visible minority (North African Mulsim), I always strive to be a community bridge, a connection positive and productive connection that ties several branches of the community together. As an active member of the community, I'm a well-aware and active participant in the city's initiatives and policies.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/16/2023 12:07:46 PM**

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

## Application

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

## Contact Information

Name: **Douglas Fleming**

City: **London**

Province: **ON**

Postal Code: **N6K0K7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am retired and other than a 2 hour commitment once per month to participate on the Board of Directors for Eldon House, I am available for meetings, scheduled or adhoc, and to review materials as required. I have a vehicle and am able to travel to the location where meetings are held, weekdays, weeknights and /or weekends.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I am a retired federal government executive. I managed the London and Windsor Tax Services office from 2012 until 2020 responsible for about 900 employees and a budget of about \$40 million dollars. I also previously was the Chief of Commercial operations with Canada Customs at the Bluewater bridge in Sarnia responsible for commercial operations, international border crossing.**

**I participated in Executive hiring for offices in Ontario, and had the sole authority for employee termination in the London and Windsor offices. I was recruited to hire supervisors in Newfoundland as a result of my human resources abilities.**

**I have extensive experience working effectively with Union leaders in both London and Windsor. Previously I was the Director for the Belleville, Peterborough and Kingston offices working effectively with Unions in all 3 cities. I have excellent dispute resolution skills with employees, executive and unions.**

**I held the role as co champion for Federal offices with United way in London for 3 successful years working in collaboration with Executives and employees across federal government departments in London.**

**I led and hosted a multi government and private industry leadership conference in the Kingston, Belleville and Peterborough cities in collaboration with other government and hospital leaders.**

**I led the development and monitoring of strategic plans for business plans and enforcement actions of London/Windsor offices and Regional programs including Employment Equity.**

**I have an excellent track record, positive attitude, excellent interpersonal skills , dependable and a desire to achieve.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have extensive experience on committees as local, regional and National members and as a leader throughout my working career. Experience includes promoting United way as co champion for all Federal departments in London.**

**I participated successfully and effectively on a National Public Affairs committee(**

responsible for Communications nationally) representing all Regional offices in Canada and was cited for providing very positive and meaningful input.

I led the Employment Equity and Diversity committee for Ontario offices developing plans, working with Union leaders and members from each office to develop a strategic plan for ensuring a respectful workplace and monitoring results and adapting the plan throughout the year. I also represented the Ontario region on the National Employment Equity and Diversity committee developing National approaches.

I was the Ontario lead and a member for the National Outreach Co-ordinating Committee developing a strategic plan for Outreach services locally, regionally and nationally.

I recently joined the board for Eldon House, Museum in London.

These are a few examples of committee membership and leadership roles that I have been involved with in various roles.

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

**As noted above I have successfully held numerous leadership roles in various federal government departments including Canada Revenue Agency, Canada Customs, Agriculture Canada. During my Federal government employment as an Executive, I managed increasing number of employees and budgets, worked extensively and effectively with Unions, collaborated with executives from other offices regionally and Nationally. I have significant experience with hiring, at all levels although primarily at the Executive level, and the termination of employees in a Union setting.**

**Of significant importance to me, I effectively led the Employment Equity and Diversity committees locally and Ontario wide, as well as participating on the National committee representing the Ontario region to develop policies and guidelines.**

**My role as lead and host for a leadership conference with All Federal departments in Peterborough , Belleville and Kingston demonstrated effective collaboration with Executives and future leaders for both government and private industry.**

**I am trustworth and have extensive collaboration experience, Human resources skills, union collaboration and interpersonal skills developed during my extensive committee membership and leadership in many different venues and aspects making me an excellent choice to be on the Police Services board.**

Attach resume or other document here (optional):.

Attach more files here, if needed:

## Confirmations

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

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **2/15/2023 9:39:38 PM**

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

### Application

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

### Contact Information

Name: **Marc Fraser**

City: **London**

Province: **ON**

Postal Code: **N5V 4X3**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I will be retiring from my position of Director of Human Resources at Mission Services on July 7, 2023 as a result meetings after that date are not an issue.  
Meeting prior to July 7 can be arranged with my work.  
Reading material in advance is not an issue.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**MISSION SERVICES of LONDON, London, Ontario A 175 employee, non-profit organization actively responding to people experiencing need, affirming human dignity and inspiring hope.  
DIRECTOR, HUMAN RESOURCES 2018-present. Mission Services advocates for the most vulnerable in the London community. I am responsible for all HR function (employee relations, recruiting, staff training and development, performance management, health and safety, compensation and benefits) for 6 branches.  
I have served 9 years in the Canadian Armed Forces where I learned the importance of "Esprit de Corps". I also spent a 6 month tour of Cyprus under the auspices of the U.N.  
CANADIAN ARMED FORCES 1979-1984  
ADMINISTRATIVE MANAGER (Battery Captain) - 5 RALC, Québec, Québec  
Responsible for overall management of unit; supervised the completion of performance evaluations; ensured operational readiness of all material resources ; member of promotion boards; designed and conducted training courses; provided personal and financial counseling. Participant in RV 81.  
TRAINING ADVISOR (RSS Officer) - 2 FIELD RCA, Montréal, Québec  
Responsible for training standards of Regiment; ensured implementation of National Defense policies; evaluated personnel development programs; coordinated personnel and material deployments.  
B.A. Honours History with minor in Political Science  
Royal Military College of Canada, Kingston  
I am also a registered current Firearms Licence owner.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Served 5 years as an Artillery Captain in the Canadian Armed Forces  
Member, Diocese of Huron – Human Resources Committee 2006-2008  
ISO 14001/TS 16949 Auditor Training  
Dale Carnegie graduate  
Chair, Job Evaluation Committee; Values Focus Group**

**Co-Chair, Joint Health and Safety Committees, Events Committees  
Master Trainer, Enhanced Service Process and Working  
United Way Campaign Chair – D. H. Howden; Co-Chair Rieter Automotive  
Member, Service Excellence Team; Hiring Power Team; Customer Service Group  
Baseball Coach – Division B Champions, North London Blue Jays Mosquito Level 2006-  
2008  
Certified Human Resources Professional (CHRL)  
Certified Management Member – WSIB**

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

**I recently participated in the KAIROS Blanket exercise based on using Indigenous methodologies where the goal is to build understanding about our shared history as Indigenous and non-Indigenous peoples in Canada by walking through pre-contact, treaty-making, colonization and resistance. Everyone is actively involved as they step onto blankets that represent the land, and into the role of First Nations, Inuit and later Métis peoples. By engaging on an emotional and intellectual level, the Blanket Exercise effectively educates and increases empathy.**

**I am a Quebecois who learned English on my own by switching from Grade 5 French schooling to Grade 6 English schooling at Lamacaza, PQ.**

Attach resume or other document here (optional): **Marc Fraser Resume March 2023.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/17/2023 3:57:24 PM**

# MARC FRASER, B.A. (Honours), C.H.R.L.

London, Ontario N5V 4X3

## MANAGERIAL PROFILE

---

Enthusiastic, bilingual, goal oriented, senior CHRL Human Resources professional with extensive industry knowledge and background in the non-profit, financial, call centre, warehousing, automotive and manufacturing sectors. Demonstrated expertise in recruitment, performance development, grievance settlement, project management, benefits, pension and salary administration, counseling, coaching, training, health and safety management. A team player with excellent leadership and senior managerial supervisory skills. Works effectively and independently of supervision in any challenging environment.

## BUSINESS EXPERIENCE

---

**MISSION SERVICES of LONDON, London, Ontario** A 175 employee, non-profit organization actively responding to people experiencing need, affirming human dignity and inspiring hope.  
**DIRECTOR, HUMAN RESOURCES 2018-present**

Mission Services of London advocates for the most vulnerable in the London community. I am responsible for all HR function (employee relations, recruiting, staff training and development, performance management, health and safety, compensation and benefits) for 6 branches.

Negotiated decrease of 25% in overall benefits costs with 18 month guarantees for health & dental  
Helped MSL achieve 431 No WSIB Lost Time days and 260 NWLT days in a 3 year window  
Increased training adherence for all staff for CPI and First Aid from less than 30 % to 73 % in 5 months  
Introduced simplified, more focused performance evaluation forms for performance based system  
Hired Volunteer Coordinator which significantly increased volunteer volume and satisfaction  
Corrected numerous Benefits and Pension Plan administrative errors upon hire

**NORDIA-KITCHENER CALL CENTRE, Kitchener, Ontario (Head Office Montreal, Quebec)** A 350 employee, USW unionized leading outsourcer of customer care solutions.  
**MANAGER, HUMAN RESOURCES 2008-2018**

In a state-of-the-art Customer Contact Centre servicing Bell Canada, I have been responsible for all Human Resources, Labour Relations, Recruiting and H & S in Kitchener as well as providing support to management and agents, policy, program and staff development. I was also the HR Prime for six other locations in New Brunswick, Ontario and British Columbia.

Successfully introduced Trainer-based recruiting  
Member Nordia CBA negotiation team which successfully reached 3 new CBAs which implemented lower labour costs, new scheduling protocols and one five year contract  
Implemented new work culture reducing Absenteeism by as much as 31.3 %  
Increased Fill to Required Hire ratio by 30% and exceeded annual Hiring Goals by 5%,  
Improved the labour relations climate at work by working closely with the United Steelworkers Local 838-15 and National rep  
Reduced Reported Accidents from 7 to 0  
Implemented new RSI prevention program which result in Rebate first NEER for Nordia  
Attained WSIB Rebate for Company in 2013 and 2014.  
Lead the resurgence of the HR department from one that was perceived as a weak link to a highly efficient and visible knowledge based entity  
Help coach, mentor and develop new Team Managers

Fraser, Marc

**RIETER AUTOMOTIVE CANADA-CARPET, London, Ontario**  
A TS 16949, ISO 14001 TIER 1 CAW unionized automotive carpet manufacturer to OEMs.  
**MANAGER, HUMAN RESOURCES 2003-2008**

In a lean automotive environment set up HR department for a Tier 1 automotive parts manufacturing company; created Human Resources and Health & Safety procedures manuals; maintained harmonious labour relations with the CAW; supervised a department of three; implemented a state-of-the-art time and attendance-ADP payroll system; back up weekend production supervisor; attended a number of Kaizen and value stream mapping events; organized major events such as - General Motors QSTP and Ford Q1 ceremonies, Earth Day 2007.

Decreased Absenteeism rate by 44 % 2007 vs 2006 by implementing new attendance policy  
Created a cohesive, multicultural hourly production workforce by personally hiring over 250 employees  
Reduced turnover rate from 14% to less than 1% in 6 months  
Reduced recordable accidents by 76% and Lost Time accidents by 80%(2007 vs. 2004)  
Improved NEER Performance Index from 3.00 to 0.87, a 79% improvement producing a Rebate payment for the Company  
Negotiated a four-year "first contract" and a three-year collective agreement with the CAW-Canada Local 27

**CARTIER PARTNERS FINANCIAL GROUP, London, Ontario (Head Office Montreal, Quebec)** A national financial services company with assets under management of \$17 billion.  
**MANAGER, HUMAN RESOURCES 2001-2002**

Managed HR department and provided HR support for three locations; supervised payroll, benefits and HRIS system; recruited staff; responsible for floor security; consolidated various HR programs; responsible for a number of start-up admin programs.

Consolidated 6 payrolls on 4 different platforms to a single Ceridian platform, reducing administrative and financial costs by \$100,000  
Chaired Focus Groups that produced new Resources Centre's Values Compass, Name and Slogan  
Developed employee reward system

**BEAULIEU CANADA, Stratford, Ontario (Head Office Farham, Quebec)**  
A national manufacturer of area rugs and a major supplier to IKEA, Sears, Home Depot, Canadian Tire.  
**HUMAN RESOURCES MANAGER 2001**

Managed all Human Resources, Payroll and Health and Safety functions for an ISO 9001 company; identified training needs for young supervisors and programs required to reduce NEER costs; hired new staff.

Wrote and implemented new Health and Safety policies and procedures to ensure company would pass next Internal ISO Safety Audit and rebuilt Hazardous Products data base  
Developed, wrote and implemented HR Policies to ensure adhesion to new corporate standards

Fraser, Marc

**SIEMENS CANADA LIMITED, AUTOMOTIVE SYSTEMS, London, Ontario**  
Global manufacturer of DC motors and engine cooling fan-shroud assemblies.  
**RECRUITMENT ADVISOR (Contract) 1999-2000**

Recruited Professional and Skilled employees in a fast-paced, CAW- unionized, automotive QS 9000 and ISO 14001 environment; filled following positions - Application/Design Engineers, Process Engineers, Production Schedulers, Electricians, Set-Ups Class "B". Assisted with the organization of Siemens Job Fair and sole recruiter at 2-day Toronto High Tech Career Expo.

Saved placement fees of \$240,500 and reduced open positions by 43% by hiring 33 Engineering and Skilled Trades candidates extending my contract from 2 to 10 months in the process

**D. H. HOWDEN division, Sodisco-Howden Group, London, ON (Head Office Montreal, Quebec) National, wholesale hardware distributor for Pro Hardware.**  
**MANAGER, HUMAN RESOURCES 1985-1989**

Managed all divisional Human Resources functions; developed and implemented personnel policies; ensured compliance with all legislative acts; administered all compensation and benefits programs

(\$22 Million payroll, \$4.5 Million pension fund); salary administration; employee negotiation and conciliation; manpower forecasting; recruitment; employment interviews; job evaluations program; health & safety; personal counseling; \$1.8 Million corporate benefits budget and \$265,000 departmental budget. Additional responsibility for office management includes mailroom, courier, cafeteria, office equipment and supplies.

Won two WSIB 91(7) penalties Appeals, which saved \$250,000 by reviewing, analyzing and coordinating presentation with Consultants

Implemented corporate downsizing reducing gross wages by 36.1% and personnel by 40% over 2 years

Implemented WSIB Cost Containment, Light Duties and Incentive programs which reduced lost time accidents from 47 to 4 (-91%) and lost days from 1,034 to 38 (-96%) over 3 year period, helped attain NEER Performance Index of 0.04% in 1996 and 0.05% in 1997 and achieved 451 days "No Lost Time Accidents" earning official recognition from WSIB

Implemented computerized Time & Attendance system totally integrating building security with ADP Payroll system

Consolidated 3-floor office operation to a more efficient 2-floor operation

Implemented a more cost efficient defined contribution pension plan

Developed and implemented a pay equity plan 12 months prior to deadline

**CANADIAN ARMED FORCES 1979-1984**

**ADMINISTRATIVE MANAGER (Battery Captain) - 5 RALC, Québec, Québec**

Responsible for overall management of unit; supervised the completion of performance evaluations; ensured operational readiness of all material resources such as vehicles, radios and supply stores; member of promotion boards; designed and conducted training courses; provided personal and financial counseling. Participant in RV 81.

**TRAINING ADVISOR (RSS Officer) - 2 FIELD RCA, Montréal, Québec**

Responsible for training standards of Regiment; ensured implementation of National Defense policies; evaluated personnel development programs; coordinated personnel and material deployments.

Fraser, Marc

## EDUCATION

---

B.A. Honours History with minor in Political Science  
*Royal Military College of Canada, Kingston*

Personnel Management Certificate  
*Fanshawe College, London*

## PROFESSIONAL DEVELOPMENT/VOLUNTEER WORK

---

Certified Human Resources Professional (CHRL)  
Certified Management Member - WSIB  
CPI (Crisis Prevention) training  
Served 5 years as an Artillery Captain in the Canadian Armed Forces  
Member, Diocese of Huron - Human Resources Committee 2006-2008  
ISO 14001/TS 16949 Auditor Training  
Core Processes and OEMs Customer Specific Training  
Team Oriented Problem Solving  
Ford 8-D Training  
Rieter Production System (Toyota Production System)  
Dale Carnegie graduate  
Certified Tester for General Aptitude Test Battery and Canadian Occupational Interest Inventory  
Chair, Job Evaluation Committee; Values Focus Group  
Co-Chair, Joint Health and Safety Committees, Events Committee  
Master Trainer, Enhanced Service Process and Working  
United Way Campaign Chair - D. H. Howden; Co-Chair Rieter Automotive  
Member, Service Excellence Team; Hiring Power Team; Customer Service Group  
Baseball Coach - Division B Champions, North London Blue Jays Mosquito Level 2006-2008

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

### Application

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

### Contact Information

Name: **Ryan Gauss**

City: **London**

Province: **ON**

Postal Code: **N6H4B5**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Though I do have a busy schedule with my professional and personal obligations, I can unreservedly commit to this potential appointment and all obligations that it should entail. Throughout my career, I have always ensured that any commitment I accept is unequivocally done to the best of my ability. I have a proven track record of managing a busy schedule, navigating multiple commitments, and prioritizing tasks. My dedication will not waver and I can ensure council that should this appointment be granted I will undertake the duties to very best of my abilities, always keeping in mind the need to act in a professional and cordial manner so to respect the London Police Service, the London Police Services Board and the City of London.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**First and foremost, I believe that my experience working as a civilian for the Royal Canadian Mounted Police (RCMP) for over ten years will be invaluable in assisting me in this role. During my tenure with our national police force, I held various positions, including; Administrative Assistant to the Officer in Charge, Divisional Training Advisor and Human Resource Advisor to the public service staff and regular members. I also served a term as the President of the local union (USGE Local 060) for public service employees, which provided further experience in labour relations, negotiations, dispute resolution and so forth. The experience, skills and knowledge I gained from the RCMP was instrumental in my development as a professional. These experiences will allow me to make an immediate impact should I be appointed to the London Police Services Board.**

**In my current role as Director of Operations and Personnel for MP Fragiskatos, I render oversight to the daily operations of our London and Parliament Hill offices, which includes directing support staff and delivering advice/guidance on a wide variety of human resources issues. I oversee the development and execution of various strategies related to communications, announcements and outreach initiatives within the community, offer strategic counsel on various matters related to MP Fragiskatos' work on committees, constituency matters and in the House of Commons. I am also responsible for serving as a key liaison with various ministries, including the Office of the Prime Minister, on a wide variety of issues regarding the constituency and MP Fragiskatos' role as a parliamentarian. By undertaking these roles over the last 7+ years I have gained further skills and experience that will help with any appointment. I am confident in my abilities to offer advice, input, guidance and direction on any matter that should arise.**

**Moreover, I have had the opportunity to be involved with numerous local and national organizations, which I outline in the next question. The skills and experience I have gained working with various boards and committees will ensure I am amply prepared to**

take on an appointment such as this.

I am proud to be a lifelong Londoner and live in a city that has an established and respected police force. The force itself is one that we must continue to develop, grow and guide so it aligns with the ever changing needs of our city and residents. From service delivery, to community response, recruiting and retention, as well as the opportunity for growth, I believe my previous experience could assist the board at such a critical time. It would be a privilege to give back to a community that has given me and my family so much.

Further details about my education, professional experience and community involvement are included within the attached CV.

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

I have had the honour of serving on various boards and committees that were local, regional, national and international in scope. That said, the vast majority of those appointments have been with London based organizations.

Presently, I am the Chairperson of the Bethanys Hope Foundation Board of Directors, a position I have held for a decade. Previously, I have served on the World Leukodystrophy Alliance, Canadian Soccer League Equity Board, Canadian Soccer League Board of Directors, German Canadian Club Board of Directors, USGE Local 060 Union (RCMP Labour Relations Committee), King's University College Board of Directors, King's University College Foundation Board, King's University College Student Life Campaign Cabinet, and the City of London Town and Gown Committee. I have also held various political board appointments over the last several years.

These appointments were accepted because of my desire to serve and make a difference. Board and committee appointments are readily available and without question can make a CV look strong. With that said, it's about what you do with the opportunities provided, what change you push for and what you can give – in collaboration with other individuals involved – to that particular organization. My goal is always to try and help the organization achieve it's mandate, improve and provide proper governance and oversight.

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

As the Director of Operations and Personnel for MP Fragiskatos, I have spent over 7 years working with him to engage individuals and communities of all backgrounds. I have prided myself in learning more about equality and what it means to be inclusive. For example, my understanding of reconciliation with Indigenous peoples was much more naive compared to what I have learned in my current professional capacity.

In my previous role as President of the King's University College Students' Council and subsequent appointments to the King's University College Board of Directors and Foundation, I was tasked with representing a very diverse student body. It was always my goal to make sure all voices were heard, that lived experiences were shared and that everyone felt as though they were represented and respected.

The same was true when I held the role as CEO of London City Professional Soccer Club and was responsible for recruiting players and staff from all over the world. It was always my goal to make sure these individuals were able to embrace their backgrounds and cultures, well also ensuring they felt welcome in our community.

I have always strived to ask questions, actively listen, take guidance and gain a better understanding of numerous backgrounds, faiths, identities, beliefs and experiences. My diverse background when it comes to professional and volunteer experiences have allowed me to gain a better understanding of what it takes to foster strong relationships and connections. This will go along way in helping me make decisions in any role I should take on.

With that said, I am keenly aware there is still much to learn, new experiences to gain and I am always willing to engage and listen.

Attach resume or other document here (optional): **Ryan Gauss\_CV\_2023.pdf**

Attach more files here, if needed: **Ryan Gauss reference letter signed.pdf, Reference Letter - Ryan GAUSS.pdf, Ryan Gause Reference Letter.pdf, 20230317092826202.pdf, Ryan Gauss Reference Letter - March 19 2023.pdf**

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/19/2023 8:25:10 PM**

# RYAN MURRAY GAUSS

---

## LONDON POLICE SERVICES BOARD APPLICATION

**Corporate and Client Representation | Governance Principles | Strategy Development and Execution  
Project Management | Executive Leadership | Training and Mentoring | Public Relations**

### QUALIFICATIONS PROFILE

---

Analytical, goal-driven, and highly committed professional, offering solid leadership and management background in local and federal government services; combined with proven expertise in delivering advice and guidance on a wide variety of human resources issues. Known for strategic leadership capabilities to support government programs and initiatives. Effective at building partnerships and collaborating with international organisations, stakeholders, and various foundations/organizations as well as diverse teams.

### EDUCATION

---

**Bachelor of Arts Degree – Honours Specialization in History, Major in Political Science**, May 2008  
King's University College at Western University, London, ON

### PROFESSIONAL EXPERIENCE

---

Office of Peter Fragiskatos, Member of Parliament for London North Centre – London, ON

**Director of Operations and Personnel** Nov 2015–Present

- Render oversight to the daily operations of MP Fragiskatos' offices in London and on Parliament Hill, which involves directing support staff and delivering advice/guidance on a wide variety of human resources issues
- Lead the development and execution of various strategies related to communications, announcements, and outreach initiatives within the constituency
- Offer strategic counsel on various matters related to MP Fragiskatos' work on committees, constituency matters, and in the House of Commons
- Offer hands-on support with MP Fragiskatos' appointment as parliamentary secretary to the Minister of National Revenue
- Serve as a key liaison with various ministries, including the Office of the Prime Minister, on a wide variety of issues regarding the constituency and MP Fragiskatos' role as a parliamentarian

Bethanys Hope Foundation Board of Directors – London, ON (Nov 2006–Present)

**Chairperson of the Board** Jan 2013–Present

- Serve as Chairperson for the Foundation Board of Directors that offers governance and oversight to the organization and research program
- Provide input and guidance on matters pertaining to compliance, human resources, fundraising and other matters as necessary

World Leukodystrophy Alliance – Various Locations (Mar 2013–Apr 2015)

**President** Mar 2014–Apr 2015

- Served as President of the Executive Committee, in charge of governance and executing the mission of advocacy for and advancing knowledge of leukodystrophy diseases
- Partnered with various foundations/organizations from Canada, the United States of America, Europe, and Australia

Royal Canadian Mounted Police (RCMP) – London, ON (Jun 2003–Nov 2015)

**Human Resources Advisor/Public Service Staffing Unit and Regular Member Staffing** Nov 2014–Nov 2015

- Administered and coordinated various staffing processes, as well as actioning reports and documents required by senior management
- Acted as a key point of contact with clients to provide advice/guidance on a wide variety of human resources issues
- Worked on special projects that were assigned, such as the province wide promotional exams

**Human Resources Advisor/Training Coordinator**

Mar 2014–Nov 2014

- Facilitated divisional training activities and interacted with clients across the division to identify and resolve training issues
- Displayed competency in arranging reports and documents required by management and assisted with special projects as assigned

**Human Resources Advisor (TCE Contract)**

Jun 2013–Mar 2014

- Closely interfaced with clients to provide advice on human resources issues, prepared reports and documents required by management and assisted with special projects that were assigned
- Aided with career management of regular and civilian members

**Administrative Assistant (Casual and Term Contract)**

Jun 2003–Jun 2013

- Collaboratively worked with officers in accomplishing various administrative duties
- Assisted with budget responsibilities, which included signing authority for payment of all invoices
- Provided direct administrative support to the officer in charge (OIC) of Human Resources

**EARLIER CAREER**

---

Canadian Soccer League (CSL), Inc. – Mississauga, ON

**Director/Equity Board Member/Consultant/Equity Partner**

Dec 2006–Dec 2012

USGE Local 060 Union – London, ON

**President**

Feb 2010–Feb 2011

London City Professional Soccer Club – London, ON

**Chief Executive Officer/General Manager/Owner**

Dec 2006–Dec 2011

King's University College at Western University – London, ON

**Liaison Officer**

May 2008–Nov 2008

King's University College Student's Council (KUCSC) – London, ON

**President**

Apr 2007–Apr 2008

**PROFESSIONAL DEVELOPMENT**

---

Government of Canada, Secret Security Clearance (Active)

Royal Canadian Mounted Police (RCMP), Reliability Security Clearance (for renewal)

Royal Canadian Mounted Police (RCMP), Top Secret Security Clearance (for renewal)

**AWARDS AND HONOURS**

---

King's University College at Western University, Young Alumni Award (Oct 2015)

Canadian Soccer League, Harry Paul Gauss Award (Nov 2012)

**ADDITIONAL COMMITTEE SERVICE**

---

**Board Member & Second Secretary**, German Canadian Club of London, London, ON (May 2009–Feb 2014)

**Board Member**, King's University College Student Life Campaign Cabinet (April 2010–May 2015)

**Board Member**, King's University College Board of Directors & College Foundation (Apr 2007–Apr 2008)

**Board Member**, City of London Town and Gown Committee, London, ON (Oct 2007–Nov 2008)

**Board Member**, King's University College Student's Council (KUCSC), London, ON (Apr 2006–Apr 2008)

**ACTIVITIES**

---

**Eucharist Minister/Lector**, Christ the King Parish, London, ON (Sep 2008–March 2020)

**Volunteer**, Bethanys Hope Foundation, London, ON (Nov 2006–Present)

**Volunteer/Sports Department Staff Writer**, *The Gazette* – The University of Western Ontario, London, ON (Sep 2005–Mar 2006)

**On-Air Sports Colour Commentary**, Rogers Television, London, ON (2003–2008)

March 13, 2023  
To: London City Council

RE: Letter of Reference for Mr. Ryan GAUSS

I have known Mr. Ryan GAUSS for over fifteen (15) years in a professional and personal capacity and verily attest to his unimpeachable character, community minded spirit, remarkable work ethic and exceptional judgment.

I am an RCMP officer with thirty (30) years of service, and first had the pleasure of meeting Ryan when he was a student completing a placement with the RCMP in our Human Resources section. Due to his excellent organizational skills, collegial demeanor and indefatigable disposition, he was hired as a full-time civilian employee and was responsible for myriad administrative functions. Being an eager learner and quick study, he rapidly progressed through increasingly responsible positions including Executive Assistant to the Commanding Officer, Public Service Staffing Advisor, Division Training Coordinator and Regular Member Career Development and Resourcing Advisor. These roles provided Ryan with the opportunity to directly converse with civilian and regular members of the RCMP, participate in high level discussions which impacted service delivery and initiated him into the rich, strong and complicated policing culture.

He regularly and readily assumed extra duties which leveraged his incredible organizational skills including province wide coordination of logistics and administration for annual promotion exam facilitation. He performed his substantive and additional duties in a consistently professional and comprehensive manner which permitted him the opportunity to learn and understand various processes, policies and legislation which governs and guides a large policing organization.

In addition to his duties during his ten (10) year with the RCMP, I have known him to be strongly community minded in various fundraising efforts and sporting endeavours which have been of benefit to countless Londoners over many years. His altruistic persona coupled with his service centered attitude towards life and his community would make him an excellent addition to the London Police Services Board.

Most recently, Ryan has worked directly and closely with a Member of Parliament in a strategic role. My personal discussions with him have clearly illuminated his profound knowledge of the workings on government, the critical importance of securing information due to the confidential nature of certain governmental functions and his extensive network at multiple governmental levels which have proven mutually beneficial.

I unreservedly provide my personal and professional recommendation for Mr. Ryan GAUSS as he is an honest and dedicated person who values family and his community. He has repeatedly demonstrated his commitment to London and its residence throughout his life and I am certain he would bring the same effort and energy to his duties as a member of the London Police Services Board.

Should you have any inquires, please fell free to contact me at your convenience.

Respectfully,



Supt. John Nuvoloni  
Officer in Charge Federal Operations Support Branch  
O Division (Ontario) - Royal Canadian Mounted Police

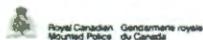


**John Nuvoloni**  
Superintendent

Surintendant

Officer in Charge  
Federal Operations Support Branch  
"O" Division

Officer responsable  
Soutiens aux opérations  
Division O



Canada

To: London City Council

Fr: Tim Pettit

Re: Letter of reference for Mr. Ryan GAUSS, application to London Police Services Board

Dear London City Council,

It is my pleasure to be providing a reference letter on behalf of Mr. Ryan GAUSS. I have known Ryan both personally and professionally since 2011. I have observed Ryan in personal, work and volunteer settings and can speak to his exceptional character, leadership, and unwavering dedication to all aspects of his life.

I retired from the RCMP in late 2022 with 30 years of service. During my service I had the pleasure of working with Ryan at the London RCMP Headquarters in the Human Resources Section. I also worked with Ryan during my role as a Board Director with the National Police Federation (NPF-Union for the RCMP) while Ryan was the Director of Operations and Personnel (Chief of Staff) for MP - London North Centre, Peter Fragiskatos. More importantly I also became friends with Ryan and his family. I believe this is important to include in this reference letter as I was able to see his true character outside of the work environment.

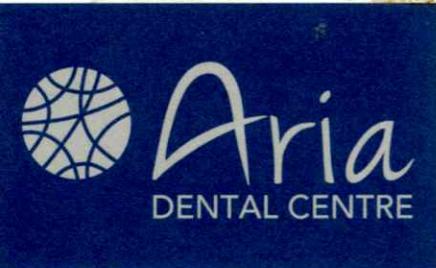
Professionally speaking, Ryan is one of the most dedicated and professional people I have ever worked with. During our time working in London his talents were observed by management and Ryan quickly rose through the ranks of the Human Resources section, which clearly spoke to his knowledge, skills, and abilities. Ryan's positive attitude, tireless work ethic and exceptional communication skills make him a highly valued contributor to any organization. I have also dealt with Ryan in his current role as the Chief of Staff for Peter Fragiskatos. Ryan is a consummate professional with the highest degree of integrity which has been consistent throughout his service to Canadians. Ryan has always taken on much more than what was asked of him. This, all to help others, whether it be his role in local unions, coordinating provincial level projects within the RCMP, he is always stepping up to take on new challenges.

Personally speaking, having known Ryan since 2011 and getting to know his family over that time, several things stand out. Ryan is consistent, the effort he puts into his work, the professionalism, the integrity, and the honesty are also the characteristics that he lives by in his personal life. Whether he is looking after a family member, volunteering in the community, or helping those less fortunate Ryan always steps up to do more and does it extremely well. Serving the London area community has always been important to Ryan and I have witnessed first hand the time and effort he has put into volunteer roles. Whether it be as the Chair of the Board for the Bethany's Hope Foundation, or the President of the World Leukodystrophy Alliance Ryan is 100 percent committed to the task at hand.

I believe Ryan's varied background, work and volunteer experience, exceptional character and passion for improving his community make him an ideal candidate for the London Police Services Board position.

Should you have any questions or further inquiries please feel free to reach out to me





Dr. Hassan Mostafa DDS  
Dr. Laura Mirzai DDS  
Cosmetic and Family Dentistry

March 15, 2023

Dear London City Council members,

I strongly recommend that Ryan Gauss be appointed to the Police Services Board.

I am Dr. Hassan Mostafa, a dentist who has called London home my entire life. I can write this recommendation as a long-time member and leader in the London Muslim community. I have served on different mosque boards and associations for over 25 years and currently am the Chair of the London Islamic School and board member of Hikma London, a political advocacy organization for London Muslims.

I have known Ryan Gauss for approximately nine years and have interacted with him innumerable times as Operations Director for London North Centre MP Peter Fragiskatos on behalf of issues related to the local Muslim community. Ryan has always been the most responsive and effective of any government representative I have dealt with in managing issues in a timely manner. He has become a great advocate and supporter of our community. He has gone far beyond the duties of his position and, at times, far beyond reasonable working hours to help our community in times of need, emergency and crisis for individuals in our community and our community as a whole. Most of his service goes unannounced and unrecognized behind the scenes with minimal thanks, save the few who realize the work required to reach the desired result.

In the wake of the Afzaal family tragedy, Ryan was instrumental in facilitating the monumental tasks of supporting the family and the London Muslim community reeling from the horrors suffered. He tirelessly worked around the clock using all tools and resources available to him to accomplish in hours, which usually takes months. The Muslim community is indebted to him and his team for his help and service that summer.

In his many interactions with our community, Ryan has learned so much about our practices, beliefs, needs and goals to become a more vibrant part of the greater Canadian community, and he has offered himself to support and further those goals. He has made many new friends in our community along the way and is a most welcome guest in all our institutions and homes.

I feel Ryan has the depth of knowledge, temperament, and core values to represent my community and the greater London community on the Police board with humility and respect.

If you need more information or wish to discuss my recommendation further, I would be happy to discuss and elaborate further on my time working with Ryan.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Mostafa". The signature is fluid and cursive, with the first letter 'H' being particularly large and stylized.

Dr. Hassan Mostafa BSc, DDS  
Chair – London Islamic School  
Board Member – Hikma Public Affairs Council

March 17, 2023  
To: London City Council

RE: Letter of Reference for Mr. Ryan GAUSS

I have known Mr. Ryan GAUSS for over twenty (20) years in a professional and personal capacity and verily attest to his unimpeachable character, community minded spirit, remarkable work ethic and exceptional judgment.

I served over thirty-five (35 ) years with the Royal Canadian Mounted Police retiring at the rank of Inspector. I had the pleasure of meeting Ryan when he was a high school student completing a placement with the RCMP in our Human Resources section. Due to his excellent organizational skills, collegial demeanor and indefatigable disposition, he was hired as a full-time civilian employee and was responsible for myriad administrative functions. Being an eager learner and quick study, he rapidly progressed through increasingly responsible positions including Executive Assistant to the Commanding Officer, Public Service Staffing Advisor, Division Training Coordinator and Regular Member Career Development and Resourcing Advisor. These roles provided Ryan with the opportunity to directly converse with civilian and regular members of the RCMP, participate in high level discussions which impacted service delivery and initiated him into the rich, strong and complicated policing culture.

He regularly and readily assumed extra duties which leveraged his incredible organizational skills including province wide coordination of logistics and administration for annual promotion exam facilitation. He performed his substantive and additional duties in a consistently professional and comprehensive manner which permitted him the opportunity to learn and understand various processes, policies and legislation which governs and guides a large policing organization.

In addition to his duties during his ten (10) years with the RCMP, I have known him to be strongly community minded in various fundraising efforts and sporting endeavours which have been of benefit to countless Londoners over many years. His altruistic persona coupled with his service centered attitude towards life and his community would make him an excellent addition to the London Police Services Board. Most recently, Ryan has worked directly and closely with a Member of Parliament in a strategic role. My personal discussions with him have clearly illuminated his profound knowledge of the workings on government, the critical importance of securing information due to the confidential nature of certain governmental functions and his extensive network at multiple governmental levels which have proven mutually beneficial. I unreservedly provide my personal and professional recommendation for Mr. Ryan GAUSS as he is an honest and dedicated person who values family and his community. He has repeatedly demonstrated his commitment to London and its residence throughout his life and I am certain he would bring the same effort and energy to his duties as a member of the London Police Services Board.

Should you have any inquires, please feel free to contact me

Regards



Kevin Crowder



BethanysHope

F O U N D A T I O N

*Research Leukodystrophy. Live for the Cure.*

562 Wellington Street, London, ON, Canada N6A 3R5

Telephone: (519) 642-7589 - [www.bethanyshope.org](http://www.bethanyshope.org)

Charitable Business Number - 88737 4833 RR0001

Canada Revenue Agency - [www.canada.ca/charities-giving](http://www.canada.ca/charities-giving)

---

Sunday, March 19, 2023

**Re: Mr. Ryan Gauss – Letter of Reference**  
**Application to the London Police Services Board**

Dear London City Council,

We are writing today on behalf of the members of Bethanys Hope Foundation in support of Mr. Ryan Gauss and his application for appointment to the London Police Services Board.

Our first contact with Ryan came in November of 2006 when this young man knocked on our office door and introduced himself as the Philanthropy Chair of the Acacia Fraternity Chapter at Kings College! Unsolicited he confidently informed us that he and his Team at Acacia wanted to engage the neighborhoods around the University to raise both awareness and much needed Research funds. We were extremely impressed with his compassion, poise and confidence as well as his determination to ensure their Project was successful! That was the beginning of many, many years of dedicated service to Bethanys Hope Foundation and the global medical community!

In December of 2008 Ryan was invited to our Board of Directors as the youngest Director of our Team. He immediately demonstrated strong leadership qualities by involving himself in countless fundraising Projects. Ryan has always been keenly aware of the need to support the families struggling with these terrible diseases, stepping forward at every opportunity to assume more responsibility to meet our targeted goals. Ryan was an integral part of the Executive in the operations related to our very successful Rock the Park festivals over the years. He very quickly expanded his involvement with over 300 Volunteers to a role of Team Leader, responsible for the safe/secure movement of all the cash from Ticket Sales to the Business Centre. He also stepped forward to coordinate the security in the Business Centre with no less than twelve (12) London Police Officers as well as countless private Security Members each day in Harris Park!

Recognizing Ryan's growth and commitment to our ongoing struggle for Research funding, the Director's appointed him Chairperson in 2013. He remains in that role, leading our organization on a day to day basis despite his very busy family life as well as a heavy schedule coordinating the operations within the constituency office of London North Centre – Peter Fragiskatos. As part of his responsibility as Chairperson, Ryan has represented our Foundation at many international Medical Conferences in Canada and the United States. He has presented our Research Program to many similar organizations in Florida, California, Pennsylvania, New York as well as Canada. As a result of his dedication to that scientific and advocacy community he was selected as the President for the World Leukodystrophy Alliance from March 2014 to April 2015. His main focus was undertaking the development of the governance framework of this new global organization.

Ryan continues to provide tremendous support to the Foundation by serving as a key member of our *Foundation Research Committee* working along with Dr. Tony Rugar, (*Western University – Bethanys Hope Leukodystrophy Laboratory*) in creating very detailed financial presentations / forecasts for our major funding partners in relation to the Research progress of the Laboratory.

I also knew Ryan while serving with the R.C.M. Police at London Headquarters until my retirement in 2009 after serving 35 years at various locations in Canada. He was a very well reported member of Human Resources - Public Service Staffing. Ryan was well respected at Headquarters for the dedication and compassion he demonstrated towards the employees he was guiding and representing!

Ryan is a true professional .... He is highly respected by everyone that he has been involved with him in and around our Foundation over the past 14 years. His dedication, compassion and tremendous generosity of time and treasure are second to none. Ryan is indeed a leader..... he leads by example! Without a doubt we can say that without his guiding hand Bethanys Hope Foundation would not have survived the tremendous challenges presented to us during his leadership term! In is truly an honour to fully support Ryan's application for a position on the London Police Services Board.

Please do not hesitate to contact either of us me at (519) 642-7589 or [dmcintyre@bethanyshope.org](mailto:dmcintyre@bethanyshope.org) - [lindy@bethanyshope.org](mailto:lindy@bethanyshope.org) if you require any further information/clarification.

Sincerely,



Lindey L. McIntyre, M.S.C.  
*Executive Director*  
Bethanys Hope Foundation



David F. McIntyre, M.O.M., M.S.C.  
*S/Sergeant (retired), R.C.M.P*  
Bethanys Hope Foundation, *President*



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

### Application

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

### Contact Information

Name: **Harnoor Gill**

City: **Georgetown**

Province: **ON**

Postal Code: **L7G 4S6**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**As a student in University, reading in advance and participating in discussions is the definition of student life on campus and learning. This is no different than from my current career in real estate as a Real Estate Agent doing copious amounts of research into properties and locations before discussion with clients and potential clients.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

#### Skills

- **Strong leadership experience through my founding of Peace Welcome Club**
- **Enthusiastic attitude**
- **Clear and concise communication**
- **Reliable, non-judgemental, and professional**
- **Passionate about encouraging youth into volunteering**
- **High attention to detail**

#### Awards

- **Outstanding Achievement Award**
- **International Diana Award (The Diana Award)**
- **South Asian Teen of the Year Award**
- **International Young Eco-Hero Award**
- **The Queen Elizabeth II Diamond Jubilee Medal**
- **YMCA Peace Medallion**
- **Young Conservationist**
- **Young Citizen Award**
- **Canada's Top 15 Under 15**
- **Youth Recognition Award**
- **Halton Children's Aid Society's Special Public Awareness Award**
- **Outstanding Community Service Award**

#### Education

**2021-2022 Real Estate (RECO)**

**Humber College**

**2018-2020 Bachelor of Law (LLB)**

**University of Southampton**

**2016-2018 Bachelor of Business Administration (BBA)**

**Wilfrid Laurier University**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**From 2010 - 2016, I was on the Mayor's Youth Action Committee for the Town of Halton Hills starting as a Youth Member and progressing to a Chair Member. I also was a volunteer with Crime Stoppers of Halton for 1.5 years including doing the charity arrest in Burlington Mall. As I already have experience with volunteering with Police, and extensive volunteering positions from a young age, I believe that I am more than qualified to assist as I have been hand and hand with some of the most vulnerable member of our society from youth (and youth at risk) to elderly.**

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

**I have experience with institutionalized racism from the City of London Police Department for a property that is owned by my family wherein we had to have a tenant removed due to safety concerns and the state of the home that was being rented. The police department did not even look into the matter but believed the tenant (a white woman) over myself. The concern for the tenant to leave was due to the state of the home and the fact that the neglect for same was causing a structural issue and needed to be remedied as soon as possible and the tenant was well aware and the notice was served. The concern for the health and safety of the children, specifically, for the living conditions and concern enough that social services should have been called by the London Police did not thoroughly investigate.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **2/21/2023 6:25:41 PM**

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

## Application

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

## Contact Information

Name: **Prabh Gill**

City: **London**

Province: **ON**

Postal Code: **N6J4H4**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**As a Legal professional, reading and analyzing facts and material is very natural to me. I am committed to participating in board discussions and will contribute my time passionately and effectively as a team so that the Board can steer the community and the panel toward solutions. I believe in professionalism and honour the role of the Board; therefore, studying the material beforehand allows the member to raise questions and join the team in the discussion.**

**I emphasize the purpose of the meetings; therefore, I will fulfill the agenda requirements and provide merit to the discussion so the Board has expeditious and valuable meetings as a team.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have an educational background in Canadian Law, Law enforcement, Community Policing, and Legal Advocacy. I have been a part of the Police culture for over 15 years and have served many Police Services throughout Ontario in many roles.**

**I am a Director of Legal Advocacy with the non-profit organization UNITED SIKHS, which is affiliated with the United Nations. My role is to educate, guide and provide legal aid to marginalized and vulnerable low-income families that need access to justice. I am also a member of Legal Aid Ontario, serving Ontarians with Legal Aid assistance.**

**I have extensive community outreach experience, in which I learned to deal with sensitive community issues such as racism, Islamophobia, bullying, and human rights violations.**

**I am also working with the community to address and educate the families dealing with bullying and racial harassment at all levels of schools and have been assisting School Board Trustees in these matters.**

**As an educator, I have made a difference and been able to bridge the gap. I believe in empowering our community; therefore, I often organize Rights and Responsibility seminars and educate newcomers about the Canadian Legal System and Police Culture to bridge the gap. My vision is to educate society about the significant role of Police Services in our society; it is very important to create a confident, friendly and respectful zone for both police officers and civilians interaction. Especially the immigrants who are new to Canada and refrain from contacting the police because of their past police experience in their countries. To spread awareness, I have organized many police recruitment sessions among diverse communities to build positive relationships with the police and communities.**

**I am very passionate about community education so we can build a safe and proud London, most importantly, build a strong relationship with the community. Hence, Londoners have a sense of pride in our Police Services and the Board.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I am serving on two Boards and committees with the City of London. Vice Chair of the Diversity Inclusion and Anti-Oppression Advisory Committee. Chair, Awards and Recognition Sub-Advisory Committee. Recently, I have been appointed a Kettle Creek Conservation Authority Board member.**

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

**My extensive community service experience and ability to connect and understand our diverse and multicultural city will enhance my efforts through Board and Committee work. I speak multiple languages, which will help communicate and eliminate communication barriers, as well as build a strong relationship between the Police Board and the community, as well solutions to issues our community faces.**

**I have also studied world religions and gained more profound knowledge to understand the faiths in detail, such as detailed knowledge of Islam, Sikhism, Hinduism and Buddhism. As a result, I am often invited to speak on many community platforms to address and analyze the unique similarities and channel human values with a focus on Teamwork, Equality, Compassion, Sharing, Relationship building, and Oneness to empower our communities.**

**I am involved and engaged in educational programs focusing on Rights and Responsibilities, Leadership, and Community Empowerment; therefore, I am committed to serving the Board to arrange educational programs with diverse communities to bring cultural awareness and understanding of the significance of the Articles of Faiths. I am also experienced in working with the First Nations and deeply understand the aboriginal culture.**

**If considered, I will bring my knowledge and passion to achieving the best solutions possible.**

Attach resume or other document here (optional).: **Prabh Gill- Resume-cover letter-London Police Board.pdf**

Attach more files here, if needed: **Prabh Gill-Credentials.pdf**

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 6:48:23 PM**

PRABH GILL  
London, Ontario N6J 4H4

March 14, 2023

To: The London Police Services Board,

I have recently learnt of a vacancy with the London Police Services Board; therefore, I am enclosing my resume and requesting your consideration for this position.

Currently, I am the Legal Director of International Civil and Human Rights Advocacy with the non-profit organization United Sikhs (United Nations Affiliated Organization). I am also a member of Legal Aid Ontario, in which my role is to provide legal help in multiple languages for financially eligible low-income Ontarians.

I am very community-oriented and passionate about community empowerment and leadership; therefore, I am well involved in various organizations and committees to build a safer and proud London. I serve the City of London as the Vice Chair of the Diversity, Inclusion and Anti-Oppression Advisory Committee and the Awards and Recognition Sub-Advisory Committee Chair. Recently, I have been appointed as a Kettle Creek Conservation Authority Board member. I am also the Board Director and the community analyst with the Rights and Responsibility Awareness Initiative (RRAI). My role is to spread legal, financial, and cultural awareness to the Ontario community.

Neighbourhood safety and development is one of the essential areas to focus on; thus, I am serving the Huron Heights Community Association as a Chair and passionately working towards community needs, cultural and diversity education, skill trade workshops, community and safe school zones, and senior care.

From the beginning, I have planned my education and career goals to serve the community in the areas of law and community policing; thus, I have been involved and engaged with many law enforcement agencies such as O.P.P, Windsor Police and the London Police as community outreach coordinator and have been a part of recruitment programs. I have also served the Ministry of Correction in Norfolk County as a youth-mentor coordinator in the sports and rehabilitation programs.

I can multi-task, prioritize workload and work well under pressure. I am organized, trustworthy, compassionate, and always willing to help others. I love to learn and explore new things that come along my way.

After you have examined my resume for details of my qualifications, I would be happy to answer any questions and look forward to hearing back from you.

Yours truly,

*prabhgill*  
Prabh Gill

---

## **OBJECTIVE**

To serve the London Police Services Board by contributing with my education and practical community policing knowledge to build a strong relationship between the community and the London Police Service.

## **CORE AREAS**

- ❖ Knowledge of the Canadian Substantive and Procedural Law.
- ❖ Knowledge of Policing and Law Enforcement Procedures.
- ❖ Extensive Knowledge of the Charter Rights and the Human Rights Code.
- ❖ Knowledge in Alternative Dispute Resolution and Mediation.
- ❖ Leadership Abilities, The Ability to Support Staff and Services in a Dynamic Work Environment.
- ❖ Excellent Interpersonal and Conflict Resolution Skills.
- ❖ Ability To Organize, Coordinate and Facilitate Small and Large Groups.
- ❖ Superior Ability to Communicate Complex Issues Both in Written And Verbal Formats.
- ❖ Critical Thinking and Problem-Solving.
- ❖ Public And Motivational Speaker.
- ❖ Ability To Multi-Task, Prioritize, And Work to Deadlines.
- ❖ Strong Time/Project Management and Organizational Skills.
- ❖ Multilingual (English, Punjabi, Hindi, Urdu, And Gujarati).
- ❖ Ability To Plan and Lead Multidisciplinary Projects from Start to Finish.
- ❖ Detail-Oriented and A Quick Learner.
- ❖ Crisis Intervention.
- ❖ Trained to deal with Mental Health Issues.

## **EDUCATION**

### **TRIOS COLLEGE-LONDON, ON.**

January 2021

#### **Bachelor in Legal Studies**

Learned about the Canadian Common Law, Administration of Justice and Canadian Court's practices and procedures. Maintained a 4.0 GPA and graduated with distinctions.

### **ST. CLAIR COLLEGE- WINDSOR, ON.**

September 2005

#### **Police Foundations**

Learned the theory of human relations and related academic knowledge of the law, police powers, community policing and investigations.

### **FANSHAWE COLLEGE- LONDON, ON.**

September 2003

#### **Canadian Criminal Justice System**

Learned about the history, roles, and organization of the major criminal justice agencies in Canada and how federal, provincial, and municipal laws are made and enforced.

## **PROFESSIONAL EXPERIENCE**

### **UNITED SIKHS**

March 2015 – Present

#### Legal Director

#### International Civil and Human Rights Advocate (ICHRA)

- As ICHRA coordinator, I help advance the economic, social, and spiritual empowerment of minorities and other marginalized groups and individuals in need.
- Protect and enforce the civil and human rights of minorities and marginalized groups in Canada East.
- As Community Education-Empowerment Division Coordinator, I work towards health prevention and promotion initiatives such as diabetes prevention education, nutrition workshops, dental health workshops, assisting community members in getting the right health insurance, as well as legal 'know your rights seminars for bullying prevention, employment discrimination, and hate crime prevention.
- Serve communities in crises of disaster relief programs.

### **LEGAL AID ONTARIO**

February 2023 – Present

#### Legal Aid Advocacy

- Provide legal help in multiple languages for financially eligible low-income Ontarians.
- Provide access to justice.

### **CITY OF LONDON**

May 2022- Present

#### Vice-Chair, Diversity, Inclusion and Anti-Oppression Advisory Committee

- My role is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

### **CITY OF LONDON**

July 2022- Present

#### Chair, Award and Recognition Sub-Advisory Committee

- My role is outreaching the contributions of Londoners and honouring Londoners in many different areas, including diversity, race relations and inclusivity; academic excellence; and accessibility.

### **RRAI- LONDON**

January 2019 – Present

#### Community Analyst

- Educate the diverse and new immigrants about their rights and responsibilities concerning Canadian laws, regulations, finances, and culture.
- Identify the topics that need to be covered in awareness campaigns.
- Conduct awareness campaigns to spread awareness in the community. Planned, coordinated, and mobilize resources for the awareness campaign. Collect and analyze the feedback.



## ONTARIO PROVINCIAL POLICE

This Certificate is granted to

*Prabh Gill*

A participant of

**The Ontario Provincial Police  
Police Ethnic And Cultural Exchange Program  
Western Region – July and August of 2004**

This award is granted in recognition of the student's contribution to ethnic and cultural diversity thus promoting learning within and through the Ontario Provincial Police.

*Const. Debra Hodgins*

**Constable Debra Hodgins  
P.E.A.C.E Program coordinator  
Western Region Headquarters**



# *Certificate of Appreciation*

*Presented to*

*Prabh Gill*

*In appreciation of your assisting Windsor Police Service and Ontario Association of Chiefs of Police with the production of the O.A.C.P. recruitment video.*

*January 29<sup>th</sup>, 2005*

*Rick Facciolo*

*Sergeant Training Centre*



# Ontario Provincial Police

Norfolk County

Presented to

**PRABH GILL**

*For your service to the*

*Simcoe Panorama*

*December 2003*

---

*In recognition of your contribution toward*

**Community Policing**



*Inspector Norm Denckert*

Inspector N.F. Denckert  
**Detachment Commander**



Ministry of Public Safety and Security  
Sprucedale Youth Centre

660 Ireland Rd., P.O. Box 606  
ON N3Y 4L8

Telephone: 519-426-3561, Ext. 273  
Facsimile: 519-428-1407

Ministère de la Sécurité et de la S  
publique  
Centre de jeunes Sprucedale

660 Ireland Rd. P.O. Box 606  
Simcoe ON N3Y 4L8

Téléphone: 519-426-3561, Poste 273  
Télécopieur: 519-428-1407



April 21, 2004

To Whom It May Concern:

Prabh Gill has been a volunteer at Sprucedale Youth Centre since December, 2003. Sprucedale Youth Centre is a secure custody young offender facility holding sentenced males 16 to 18 years of age.

Prabh is a member of our Volleyball Club participating for 2 hours on a weekly basis. The Volleyball Club consists of adult volunteers from the community who play volleyball on mixed teams with selected Sprucedale residents. Prabh encourages residents to compete fairly and to the best of their ability and acts as a positive role model.

If further information is required please contact me at 519-426-3561 or by email at [Honey.Cornfoot@jus.gov.on.ca](mailto:Honey.Cornfoot@jus.gov.on.ca)

Yours truly,

A handwritten signature in black ink that reads "Honey Cornfoot". The signature is written in a cursive, flowing style.

Honey Cornfoot  
Volunteer Coordinator  
Sprucedale Youth Centre

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

## Application

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

## Contact Information

Name: **Harold Scott Ginn**

City: **London**

Province: **ON**

Postal Code: **N6K 2Y2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**As a litigation partner of 30+ years in my law firm, I am no stranger to full day meetings, mostly on the mediation/arbitration front. I am used to lengthy reads, usually for research purposes.**

**Full resume available upon request.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I pride myself in an ability to hone in on specific issues quickly to justify a position or decision.**

**My legal education focused in part on criminal law, germane to police work.**

**My community involvement from past to present is as follows:**

- **Director, Sarnia & District Association for the Mentally Retarded**
- **Commissioner, London Transit Commission**
- **part-time Assistant Crown Attorney**
- **Legal Representative, Ontario Review Board**
- **Temple Attorney, Mocha Shriners and,**
- **Treasurer, London Valley Consistory Club.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**The Ontario Review Board and London Transit Commission service above consisted of participating in public and in camera hearings, with drafting and issuing reasons for decision in the case of the Review Board. I served on LTC's Paratransit Committee.**

**My first year Huron College roommate served on the Vancouver Police Services Board, and his positive experience and recommendation there has made me interested in this position.**

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

**I have done applications to the Ontario Human Rights Commission, and the Law Society of Ontario and Advocates' Society to which I belong through my work have equity and inclusion as their mantra. Needless to say, if one does not believe in these principles, you are not a member.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/12/2023 4:24:25 PM**

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

## Application

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

## Contact Information

Name: **Wendy Charlene Goldsmith**

City: **London Ontario Canada**

Province: **ON**

Postal Code: **N6C4A8**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am fully able to commit to this requirement.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I hold a Master's Degree in Social Work and have been working in the field in London for the past 35 years. I am currently employed by the London Abused Women's Centre as an Advocate/Counsellor and I specialize in anti-human trafficking initiatives in coordination with our community partners. I was chair of the board at Crouch Neighbourhood Resource Centre for 8 years and was also vice chair of the City of London Race and Diversity Committee from 2004-2006. I am very involved in social justice in my community and overseeing policing is an important part of my role.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

- **Vice Chair-London Diversity and Race Relations Advisory Committee (January 2004-November 2006)**
- **Chair and Board Member- Crouch Neighbourhood Resource Centre (April 1999-March 2005)**

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

**I am deeply committed to reconciliation, equality and inclusion. my work in the community speaks for itself and I would consider it an honour to sit on this board in order to improve the lives of all constituents in London.**

Attach resume or other document here (optional).: **wendy resume revised february 2023 pdf.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **2/27/2023 12:05:36 PM**

### **Strengths & Skills**

- Current specialization in Anti-Human Trafficking
- Skilled Counsellor, Teacher and Trainer
- Group facilitation, individual counselling and assessment
- Community development and organizing
- Writing, editing
- Advocacy and public speaking

### **Education**

Master of Social Work- Specialization in Research and Community Development at the University of Western Ontario (2006)

Bachelor of Social Work at the University of Western Ontario (1994)

Bachelor of Arts- Psychology Major at the University of Western Ontario (1990)

### **Selected Professional Experience**

**Trainer, Ministry of Children and Community Social Services** (January 2022-present)

- Deliver intensive 6-day training to diverse groups on understanding human trafficking, the impact of colonization and how to work with sexually exploited youth

**Advocate/Counsellor-** London Abused Women's Centre (February 2018-present)

- Coordinator of Anti-Human Trafficking initiatives for the agency
- Work collaboratively to deliver HT education and training in London and Middlesex
- Member of London Anti Human Trafficking Coalition and London HT roundtable
- Provide individual and group counselling to women who have experienced intimate partner violence, or who have been sexually exploited

**Clinical Social Worker-** Family Service Thames Valley and CHATT Counselling (November 2015-February 2018)

- Provide clinical social work counselling to individuals and families
- Specialize in working with 'at promise' youth

**Community Organizer-** Friends of Public Services (June 2015-November 2015)

- Develop community capacity and facilitate community groups to mobilize around issues related to the retention of public services

**Social Worker-** London District Catholic School Board (March 2009-June 2015)

- Provided group and individual counselling to students who were suspended or expelled
- Supported students' transition to their home schools, ensuring appropriate educational and community supports
- Participated in team response to traumatic events

**Social Worker-** Children's Aid Society of London and Middlesex, Family Services (October 2006-March 2009)

- Supervised social work team for one year contract
- Provided case management for diverse caseload
- Specialized in First Nations child welfare services

**Research Assistant-** King's University College, School of Social Work (July 2006-July 2008)

- Assisted with literature review, data collection and program evaluation for joint program with School of Social Work and Aids Committee of London

**Community Developer-** Women's Issues (Masters Practicum), Cornerstone Foundation, Belize, Central America (January 2006-April 2006)

- Engaged in multidisciplinary community development initiatives with respect to woman abuse, gender awareness, HIV/AIDS awareness
- Developed funding proposal for first Women's Shelter
- Facilitated creative writing group within a secondary school
- Taught life skills to impoverished school aged children using an arts based approach

**Program Manager-** Families First in White Oaks (A Community Action Program for Children) (February 1999-October 2006)

- Managed multi-faceted health promotion project within a culturally diverse neighbourhood
- Trained, mentored and supervised project staff
- Responsible for administration of budget
- Established strong linkages and collaborative projects with community partners
- Developed and coordinated culturally sensitive programs to support families with children ages 0-6

**Community Researcher-** Family Mentoring Project (May 2005-June 2005)

- Conducted community needs and capacity assessment for multi stakeholder project

**Social Worker-** Children's Aid Society of London and Middlesex (September 1993-February 1999)

- Provided short and long term individual and group counselling
- Co-facilitated treatment group for adult male sex offenders

**Counsellor-** Community Corrections London (November 1993-August 1994)

- Provided counselling, day to day supervision and treatment planning to provincial and federal day parolees

**Child and Youth Counsellor,** Children's Aid Society of London and Middlesex (July 1989-July 1991)

**Volunteer Work and Community Organizing**

- Organizer in many local, national and international human rights issues
- Founding member of People for Peace, London
- Group Facilitator- My Sisters' Place (October 2006-March 2009)
- Vice Chair-London Diversity and Race Relations Advisory Committee (January 2004-November 2006)
- Chair and Board Member- Crouch Neighbourhood Resource Centre (April 1999-March 2005)
- Canadian Crossroads International- Overseas and local community development (1991-1993)
- Volunteer Counsellor, Youth Enhancement Services, Belize, Central America- provided support and counseling to impoverished female youth (May 1991-July 1991)

**Selected Presentations/Papers**

- Engaging Hard to Reach Youth (2013)
- Participatory Research, Social Theatre and Artistic Expression as forms of Program Evaluation (2005)
- Different Ways of Knowing: Reconfiguring the Social Work Classroom (2005)
- Photo voice: Using Art to Assess the Needs with Hard to Reach Youth (2004)

**Awards and Achievements**

- Canadian Arab Society of London for Gaza Solidarity (2014)
- City of London Featured Community Organization-Families First in White Oaks (2006)
- Crouch Neighbourhood Resource Centre- Hamilton Road Leadership Award (2005)
- King's University College, UWO, High Average Award (2004)
- Urban League, Green Umbrella Award for Community Building (2003)
- Facilitated "Living on the Edge" performance with My Sister's Place (2007)

**Selected Professional Development**

- Addictions Theory- Dr. Gabor Mate (2015, 2018)
- Mindfulness Techniques (2018)
- Trauma Informed Counselling (2017)
- Critical Incident Response training (2016)
- ASSIST training (2013)

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

### Application

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

### Contact Information

Name: **German A. Gutierrez Sanin**

City: **London**

Province: **ON**

Postal Code: **N6H 4T1**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am a professor of the School of Language and Liberal Studies at Fanshawe College and I do have the flexibility required to take on this responsibility by informing the Dean and Vice-president Academic of the College in advance once I have accepted a designation to the Board.**

**Also, my class times are 12 hours per week and my administrative occupations can be planned with the manager of my School. I will definitely have more than double the minimum time specified for service on the Board.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Besides being a long time Journalist with a diploma as a war correspondent in Colombia, I served in that capacity in cooperation with the Colombian Armed Forces and Police for several years.**

**This resulted in my inclusion in several communication projects and the development of pieces designed to strengthen the institutional Mission and Vision statements of the Colombian Armed Forces.**

**I also wrote elaborate reports in English and Spanish for the Armed Forces and the Police on the operations carried out during the armed conflict with the Colombian Guerrilla between 1996 and 1999.**

**I worked closely with the Department of Communications D-5 of the Ministry of Defense in the development of communications strategies and specific Radio and Television advertisement.**

**In London, Ontario I have been very involved with the Community since 2004 in different capacities including membership in different Boards as can be seen in my resume.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

- **Past Member of the Board, Wil-Employment Connections, London, ON. (2005-2008)**
- **Chair -Sub council for Inclusion and Civic Engagement of the London and Middlesex Local Immigration Partnership Council, LMLIP (2010- 2012)**
- **Member of the Central Council London and Middlesex Local Immigration Partnership Council, LMLIP (2010-2016)**
- **Member of the Board of Trustees of the London Public Library - appointed by City Council (2012-2014)**
- **Member of the Board Museum London – 2013/2014**

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

**My work as a professor of Reason and Writing, helping students from Canada and around the globe develop the Critical Thinking Skills necessary to achieve their professional goals, demands my commitment not only to equity, reconciliation and inclusion, but also to inclusion as a necessary contemplation for the development of a strong society.**

**My experience from the field of battle to the field of reconciliation is that the human spirit is strengthened by the knowledge of the fundamental principles of peaceful coexistence, fairness and opportunity.**

**The notion of Enforcement, absolutely essential to social order and peace, demands the observance of the highest standards of critical thinking and a rigorous commitment to the preservation of life, dignity and decorum. Beyond the usual definition of Police as that Civilian institution of a State that is responsible for maintaining public order and safety, Policing is in fact the collaborative mechanism of a society that is willing to accept a climate of nonnegotiable enforcement as a way to deter and control crime with the full cooperation of all sectors and organizations of that society. In this regard I have had years of experience and lived examples of things gone right and things gone wrong.**

Attach resume or other document here (optional): **RESUME 2023\_For LP Services Board\_German Gutierrez Sanin.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/17/2023 9:50:22 PM**

# German Gutierrez Sanin

◆London, ON N6H 4T1 ◆ Canada ◆



## PROFILE

Ability to perform and conduct business in English and Spanish. Able to handle challenges, with proven history of increased productivity. Able to lead others in highly demanding situations. Confident, articulate, and professional speaking abilities and experience. Culturally sensitive and internationally traveled leader. Enjoy working as a team member and independently.

## SUMMARY

- 38 years of classroom experience
- More than 14 years of Active Community Involvement in the City of London
- More than 12 years doing research and working in the fields of linguistics and Social Conflict in developing nations. Earned a Diploma in peace and territorial development from National University of Colombia.
- Proficient in the use of MS Word, Adobe Audition, Power Point, E-mail and Internet Applications, Audio mixing and recording software.
- Certified member of TESL Ontario since 2005
- Bachelor of Social Communications with a Major in Journalism from Colombian University of Bogota - UJTL

## RELEVANT SKILLS

- Excellent leadership and teaching skills
- Strong commitment to academic excellence and student success.
- Able to work in demanding conditions, and in a great number of different settings and situations.
- Open to direction, responsible and able to work with minimum supervision.
- Extensive background participating in EFL, ESL and EAP projects in London, Ontario, Bogotá, Colombia and in Miami, FL. in the United States
- Researched phonetic patterns of English and Spanish and designed innovative teaching aids and phonetic material for students of both languages.
- Hardworking team player with strong leadership capacity, attentive to detail and skilled in problem solving.
- Experience in curriculum development and program design.
- Knowledge of other cultures and languages with experience living and working abroad.

# German Gutierrez Sanin

♦London, ON N6H 4T1 ♦ Canada

## EXPERIENCE

### ***Professor School of Language and Liberal Studies***

Fanshawe College – LLS 2005 - current

### ***LINC-ESL Permanent part-time instructor***

Chinese Canadian Cultural Centre 2006 -2008

### ***Supply ESL instructor***

Thames Valley District Board of Education 2005 - 2007

### ***Volunteer***

G.A. Wheable Centre for Adult Education 2003 - 2005

### ***ESL and Spanish Teacher***

Inlingua Language Institute, Miami, Florida 2001 - 2003

### ***University Professor***

Jorge Tadeo Lozano University, Bogotá, Colombia 1998 - 1999  
Javeriana University, Bogotá, Colombia

- Faculty of Social Communications-Lecturer  
Subject matters: Ethics – Colombian Internal Conflict

### ***Partner and Manager***

Aquarius Communications LLC, Florida 1999 – 2002  
Communications Consultants

### ***Partner and Manager***

Manejo de Imagen Ltda. (Image Consulting Company) 1987 - 2000

### ***University Professor***

Jorge Tadeo Lozano University, Bogotá, Colombia 1991-1992

- Faculty of Social Communications  
Courses: Radio broadcasting

### ***Manager, Academic Director***

The Winston Salem Language Center 1983-1987  
Medellín, Cali, Bogotá, Colombia

### ***EFL Teacher***

The Winston Salem Language Center 1982 -1983  
Bogotá, Colombia

# German Gutierrez Sanin

♦London, ON N6H 4T1

## MEMBERSHIP IN ORGANIZATIONS AND BOARDS

- **Member** Canadian Association of Journalists (2016-current)
- **Regional Vice-President** Canada, Committee of Freedom of Expression and Ethics in the Media – SIP/IAPA Inter-American Press Association 2017 –current
- **Past Member of the Board**, Wil-Employment Connections, London, ON. (2005-2008)
- **Chair** -Sub council for Inclusion and Civic Engagement of the London and Middlesex Local Immigration Partnership Council, LMLIP (2010- 2012)
- **Member of the Central Council** London and Middlesex Local Immigration Partnership Council, LMLIP (2010-2016)
- **Member of the Board of Trustees** of the London Public Library - appointed by City Council (2012-2014)
- **Member of the Board** Museum London – 2013/2014
- **Past Council President, LULAC** (League of United Latin-American Citizens, USA) 2001-2003)
- **Past Member of the Board** of Metro Bogotá District Institute for the Protection of Children (Idipron), Colombia in representation of City Council of Bogotá 1988-1990

## EDUCATION

**Post Graduate Diploma** – Peace, Territorial Development and Democracy – National University of Colombia, October 20, 2021

**TESL Ontario Certificate** -Thames Valley District School Board, G.A. Wheable Centre for Adult Education, London, ON, July 2005

**Bachelor of Science in Communication - Major in Journalism**  
Jorge Tadeo Lozano University, Bogotá, Colombia, 1999

**War Correspondent – 13<sup>th</sup> Brigade Army 5<sup>th</sup> Division,**  
*Bogota, Colombia – 1996 -1999*

**Bilingual Interpreter and Translator** - Ministry of Education and Ministry of Justice, Bogotá, Colombia – June 1977

**Certified Teacher of English as a Second Language**- OCELT (TESL, Ontario) Current

**Certified International Teacher of English as an Additional Language** – ICTEAL Current

# German Gutierrez Sanin

♦ London, ON N6H 4T1 ♦ Canada

## PUBLICATIONS

<b>“Cosas del Árbol de Mis Sueños”</b> (Poems) Colombiana de Impresos Bogotá, Colombia	1991
<b>Phonetics Workbook</b> -Bridging Programs Fanshawe College	2010
Editor in Chief and Sole Proprietor – <b>Makropolys Magazine</b>	2006-2008
Discover Spanish – OER textbook Fanshawe College	2022

## HONORS

- Recognition from the Province of Ontario for dedicated volunteerism at the Wheable Centre for Adult Education. Presented by Khalil Ramal, MPP London- Fanshawe, 2004
- Certificate of Recognition from the Province of Ontario for work done in support of newcomers Presented by the Honourable Mike Colle, Minister Citizenship and Immigration, Oct 14, 2006
- Certificate of Congratulations from the House of Commons for contributions in support of the Latin Community. Presented by the Honourable Ed Holder, Member of Parliament, London West, March 31<sup>st</sup>, 2011.
- Certificate of Gratitude and Congratulations from the Province of Ontario for work done in support of newcomers. Presented by the Honourable Members of Provincial Parliament Khalil Ramal, Deb Matthews and Chris Bentley, March 30<sup>th</sup>, 2011.
- Certificate of Congratulations on occasion of receiving the Man of the Year award at the 2011 Latin American Leadership Awards. Signed by the Honourable Joe Fontana, Mayor of the City of London on March 31<sup>st</sup>, 2011.
- Certificate of Recognition from the Cross-Cultural Learner Centre, on occasion of being nominated for the London Resilience Award in the category of Community Champion. 2011
- Certificate of Recognition from the City of London, as a Community Champion for contributions to the City’s 2017 Community Diversity and Inclusion Strategy.

**REFERENCES AVAILABLE UPON REQUEST**

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

## Application

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

## Contact Information

Name: **Zeba Hashmi**

City: **London**

Province: **ON**

Postal Code: **N6P 0A6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I would have the time to attend the scheduled Police Services Board meetings and update myself by reading through the necessary material on a monthly basis.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have a B.A. with majors in Sociology and Family Studies from Western and a M.Ed. in Administration from the University of Windsor.**

**I am a woman of South Asian background who is of the Muslim faith. I am currently involved on City, faith-based and community organizations. I am committed to working towards bridge-building and creating more understanding between different groups. I also work with the marginalized population and manage a weekly soup kitchen service near downtown. I hold a passion for outreach work where we can connect and enable open and healthy interactions. Understanding and collaborations among organizations are helpful in fostering wider reach and effectiveness of initiatives.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have served/am serving on the following boards and committees:**

- \* London Muslim Mosque**
- \* Muslim Resource Center for Social Support and Integration**
- \* London Heritage Council**
- \* City of London Diversity, Inclusion, Anti-Oppression Advisory Committee**
- \* London Public Library**
- \* Covent Garden Market**

**This appointment on the Police Services Board provides an opportunity to learn more about the work of the most essential service in maintaining law and order London, ON and at the same time provides an opportunity to provide insight as a racialized, hijabi, woman involved in the Muslim community.**

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

**My hope to bring my perspective as a visible minority and more importantly share the voices of those impacted by gaps in the areas and equity, inclusion, and reconciliation. I am listener and learner first, and with that intention I would like to make contributions**

**that are helpful and beneficial to the Police Services Board. I believe it's equally important to recognize the positives, alongside with seeking the gaps to work towards improved outcomes.**

Attach resume or other document here (optional).: **ZHResumebrf.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/16/2023 12:54:08 PM**

# Zeba Hashmi, BA, MA



## Education

- **Master of Arts**, Education Administration, University of Windsor (2021), Windsor, Ontario
- **Bachelor of Arts**, Majors in Sociology & Family Studies, University of Western Ontario (2019), London, Ontario
- **Diploma**, Secretarial Studies, Montreal, Quebec
- **Diploma**, Medical Transcription, New York, USA
- **High School Diploma**, MacDonald High School, Ste. Anne de Bellevue, Quebec

## Profile

Experienced, self-motivated, and passionate community worker engaged with organizations over the past 10 years in different capacities. Ability to work well independently and with a team. Knowledgeable and skilled in governance, administration, planning initiatives, project oversight, community engagement, communication, outreach, and reporting. Ability to multi-task and interact through personal and digital communications.

## Work History

- **Governance and Operational**
  - **London Public Library Board**
    - Board of Director
    - November 2022-Present
  - **Covent Garden Market Board**
    - Board of Director
    - December 2022-Present
  - **London Muslim Mosque**
    - Vice-Chair, London Muslim Mosque Board, 151 Oxford St. W., London, Ontario
      - December 2021 - Present
    - Secretary, London Muslim Mosque Board
      - 2013-2018
    - Outreach Coordinator
      - Organized hundreds of outreach events and programs (food drives, intercommunity events, interfaith events, helping the homeless, educational events, etc.)
      - 2009-Present
  - **Muslim Resource Center for Social Support and Integration**
    - Co-Chair/Board Secretary, Muslim Resource Center for Social Support and Integration (MRCSSI), 111 Waterloo St., Unit 101, London, Ontario
    - November 2019 – Present
  - **London Heritage Council**
    - Board of Director
    - April 2017-November 2019

- **Campaign Team for Mayor Candidate Josh Morgan**
  - Campaign team member assisted in drafting platform and campaigning for Josh Morgan, mayor of City of London.
  - June 2022-October 2022
  
- **Manager**
  - Muslim Soup Kitchen, 282 Hamilton Rd., London, ON.
  - Community operated meal program open to all, serving the homeless, facing poverty, challenged with mental health and addictions. Weekly community meals for those in need. Volunteer run. Free lunch. Open to all.
  - Overseeing all administrative tasks, fundraising, communication, planning, marketing, and community engagement.
  - May 2020 – Present
  
- **Community Engagement & Outreach Representative**
  - Muslim Association of Canada Westmount (MAC London Chapter)
  - December 2019 to September 2022
  - Organized community outreach collaborations and events
  
- **VP Events & Communications**
  - PCA London (Pakistan Canadian Association London & Surrounding Area)
  - April 2019 - August 2020
  - Led many initiatives inclusive of outreach activities, events, and town halls
  
- **Fundraising Event Organizer**
  - The Citizens Foundation Canada
  - January 2019 - April 2020
  - Non-profit organizing helping educate children who live in poverty in Pakistan
  
- **Member, DIAAC, City of London**
  - City of London, Diversity, Inclusion, Anti-Oppression, Advisory Committee (DIAAC)
  - Member, Diversity Race Relations Inclusion Awards (DRIAA) Subcommittee
  - March 2015 - February 2020
  
- **Organizer**
  - Doors Open London program by the London Heritage Council
  - City-wide initiative to welcome visitors at an open house. An annual event at the London Muslim Mosque to foster interaction and engagement with greater London community
  - 2009-Present
  
- **Placement**
  - Pillar Non-profit Network
  - Assisting the Director of Equity, Inclusion, & Governance
  - October 2017-April 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: **London Police Services Board**

## Contact Information

Name: **Muhammad (Hamoody) Hassan**

City: **London**

Province: **ON**

Postal Code: **N6A 1G1**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I have practised law for going on 44 years. I established with my spouse, (now the Hon Justice Sharon Hassan, OSCJ FC) our law practice in our heritage award winning office building on Dundas Place. I am active in Downtown London events and support many other local groups. I was on the board of Across Languages and also the Original Kids Theatre Company. I ceased practicing criminal law about 20 years ago. Hassan Law's practice is restricted to civil, family, estates & wrongful dismissal litigation and advisory services. We do not sue London Police Services, health care professionals or facilities such as nurses, doctors, firefighters or emergency service workers. I am able to read and understand large volumes of technical or other material quickly. I am able to arrange my schedule for full day meetings, subject to co-operation of courts for hearings I may have. I understand many other lawyers and other professionals on the board do likewise. I am a member of a diverse community and am one of the first Arab Muslim lawyers called to the bar of Ontario April 11, 1979 and the first in London. I have worked Downtown most of my life as I was born and raised here. I do not drink alcohol, take illicit or recreational drugs. I do not have a criminal record. Our office regularly consults with London Police Services as well as the OPP, hospitals, doctors, ambulance services and others regarding our personal injury practice.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I attended Victoria Public School, but completed gr 8 at Seaforth PS where our family lived for 3 years. I went to Westminster SS. I have worked in London or Windsor where I went to law school since I was very young. I worked at Labatts Beer in their retail outlet and their factory. I also bartended at the former Embassy Hotel Beaver Lounge and the original Embassy Cultural House & hosted several TVO music nights there in 1974-1977. I also worked at Newt Webster Fruit Company formerly on Colborne near Pall Mall as a truck driver as a summer employee for several summers while in Undergrad studies at Western University where I earned a BA in Anthropology with a focus on what now is called Indigenous studies (1974-1977). I also worked at University Hospital as a night custodian for several years while in undergraduate. These efforts meant I was able to pay for my own university as the 3 youngest child of a family of 11. While attending Windsor Law school (1974-1977) I worked as a taxi driver during the school terms & summer and also in summers at nights 12 am- 8 am as a supervisor at a halfway house called Millhouse CRC for provincial offenders. I had married young and had two small children so for daily child care, when my spouse worked at the time I also volunteered at their co-op University day care program serving lunches. These efforts helped to keep my costs lower for me while at university. As a lawyer I have also worked in a large local firm while the firm experienced a crisis as the senior partner was charged with and convicted of one of the largest frauds in the profession. Over the years I have had to deal with various**

helath crisis of family members (children, siblings and parents) and was a caregiver to my elderly mother, my older sister and also my daughter when each had cancer. I have an excellent driving record and imagine I would successfully pass a police record check if needed. I understand the legal limits and obligations of boards both public and private. I am a volunteer legal advisor to Sunfest and the Muslim Community Social Services Resource Centre. I have a sound back ground in crriminal justice and child protection work as well as negligence law. Hassan Law was the latinum sponsor for 10 years of what was called the London Abused Women's Centre (LAWC) now called Annova. I am 71 years old enjoy practicing law and community service work still. I have lived in London on the Coves most of my life and then since purchasing the family home from my mother many years ago.

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

I was a member on the Across Languages (2 years) and the Original Kids Theatre Company ( for the maximum 6 years) boards of directors . The former I had to step away after several years after my spouse was appointed to the bench due to increased practice demands and potential conflicts of interest with the interpreters who often appear in family court hearings. I had excellent attendance at board meetings. I pain to be in the Middle East on businesss from about July 13- August 15, 2023.

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

I have personally been an advocate of reconciliation, diversity, equity and inclusion most of my adult life. I have lived experiences of prejudice and racism. As a child I was cared for by Jane Elm a lovely woman from Muncey. Jane was employed as a caregiver support person by my late mother to help care for her then 9 children. For my 40th anniversary in the prcession I facilitated and funded a Meine Wheel Installation at Hassan law and the Middlesex Law Aassociation Law Library. Hassan Law staff lawyer volnteers on board of Atlohsa and we offer indigenous clients psecial service terms. Hassan Law has employed people from many different walks of life. Staff here are recruited because of their ability to speak a second language or have diverse life experiences. We support employees who health care needs. I have been a life long advocate of these issues. I consider these topics to be first principles along wth the Canadian Charter of Rights and Freedoms which informs my life and practice. As a working senior who associates with many people of many ages, backgrounds, and circumstances, including at times including the criminal justice system I consider I have a balanced perspective concerning issues of law enforcement, community safety, mental health and social justice. I have supported the Unity Project, Indwell's Embassy Commons, and have volunteered at Kings' College in both Indigenous studies and child protection sessions. I am an expert in child protection law. I have a mindful understanding of Young Offenders and the applicable laws relating to such offenders and much experience with many hard to serve community members.

Attach resume or other document here (optional): **2023.03.12 Resume Hamoody CV March 12, 2023.pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/13/2023 12:25:53 AM**

## CURRICULUM VITAE

**Muhammad (Hamoody) Hassan BA LLB**  
**Senior Counsel & Mediator**  
**www.hassanlaw.com**



**London On**  
**N6A 1G1**

Date: Tuesday, March 13, 2023

I reside in: London On, since 1952 except Seaforth 1963-1966 and Windsor while at Law School 1974-1977

You can reach me by telephone or digitally & via social media:

Residence:  
Business:  
Cell  
TF North America:  
Fax No.:  
E-Mail Firm:  
Direct:  
Website:  
[Facebook](#)  
Also available on request

Skype:  
What's App:  
Zoom:  
Cisco Webex:

### POST SECONDARY EDUCATION

1971-1974 UNIVERSITY OF WESTERN ONTARIO  
London, Ontario  
**Bachelor of Arts**  
\*Major in Social Anthropology (Honours)

- 1974-1977 UNIVERSITY OF WINDSOR, Faculty of Law  
Windsor, Ontario  
LL.B., (accepted after my 2<sup>nd</sup> year of Undergraduate I deferred acceptance as my father was ill so I stayed in London to assist family & younger siblings).
- I was employed week nights each summer in 1975 & 1976 at Millhouse CRC in supervising provincial offenders in a transition house as they re-integrated into the Windsor Community;
  - I worked as a Checker Cab driver throughout my academic career at law school to support the family and avoid large student loans;
  - I volunteered at Windsor University Daycare in consideration of reduced daycare fees
  - I was admitted as student member to Law Society of Upper Canada (now Law Society of Ontario)
- 1977-1978 I completed my Articles of Clerkship with a firm formerly known as Cockburn, Foster & Francis  
555 Waterloo Street  
London, Ontario
- 1978 I completed the Law Society of Upper Canada Bar Admission Course, a series of subject matter exams related to real estate, wills & trusts, commercial law criminal law, civil litigation, legal accounting. On April 11, I was called to the Bar of Ontario, Law Society of Upper Canada
- 1979 **Hamoody Hassan Law Office** Upon my call to the bar I set up a successful law practice in London, Ontario renting space amongst a group of lawyers on Talbot Street
- 1980 **Hassan & Toon** I was joined by William S. Toon as a commercial law & real estate partner. Bill was in practice with me until he was recruited to assist Canada Trust (now TDCanada Trust) as legal counsel handling default mortgage portfolios. He later became a VP in 1981.
- 1981 The late Gustave Monnette, practiced criminal and personal injury. Gus eventually left to set up his own practice.
- 1982 After 1982 I worked in various environments detailed below. Older dates are estimates.

**PRACTICE HISTORY**

1979-present Panel Lawyer, Legal Aid Ontario for the Province of Ontario and currently hold the highest of 3 available experience ratings, although 20 years ago ceased practicing criminal law.

1979-present Lawyer, having appeared before all levels of court in Ontario, except the Supreme Court of Canada, including the Court of Appeal for Ontario, the Divisional Court, Ontario Superior Court of Justice, Ontario Court of Justice, in various trial and mediation proceedings.  
 Appeared as Counsel in a variety of cases in a wide variety of litigation matters including complex and lengthy family law actions with briefs as far afield as Thunder Bay, Sudbury, Ottawa, and regular appearances in Toronto, Brampton, & elsewhere in GTA, Sarnia, Goderich, St. Thomas, Woodstock, Windsor, Kitchener, and weekly in London.

Trained in the tradition of a trial lawyer.

Trained and qualified as a mediator ADRIO Certificate 2021

1992-present HASSAN LAW  
 Trial Lawyer with significant emphasis on Family Law, Estates, and Civil  
 Engaged in Practice with an experienced team of clerks and associates

1988-1992 COHEN HIGHLEY VOGEL & DAWSON  
 255 Queens Avenue One London Place, 11<sup>th</sup> Floor  
 London, Ontario  
 Senior family law counsel employed as departmental lead associate in a large London firm formerly CohenMelnitzer

1985-1988 HAMOODY HASSAN  
 Sole Practitioner  
 541 Talbot Street North  
 London, Ontario

1982-1985 HASSAN & MONETTE  
 Partner engaged in litigation practice  
 541 Talbot Street North  
 London, Ontario  
 The late Gustave Monette left the firm to focus on criminal law and remained a life-long friend until he passed away

1980-1982 HASSAN & TOON  
 Partner engaged in litigation practice  
 541 Talbot Street North

London, Ontario  
 William Toon left the partnership and became an Assistant V-P at the now TD Canada Trust and remains a life-long friend

- 1979-1980 HAMOODY HASSAN  
 Sole Practitioner engaged in litigation practice  
 481 Talbot Street North  
 London, Ontario
- 1982-1996 Certified by the Official Guardian's Office, now the Children's Lawyers Office to represent children as Counsel for the child in adoptions, protection proceedings, and civil actions.

### **CURRENT AND PAST MEMBERSHIPS**

- ❖ Current Member, Law Society of Ontario
- ❖ Current Member, Middlesex Lawyers Association
- ❖ Current Member of Middlesex Family Lawyers Association (former Middlesex Family Court Lawyers Association)
- ❖ Current Member Ontario Trial Lawyers Association
- ❖ Current Member Ontario Child Protection Lawyers Association
- ❖ Current Member with Canadian Arab Society
- ❖ Current Member Arab Canadian Lawyers' Association
- ❖ Current Member of Karoun Association, A Lebanese Community and Social Project Fund Raising Committee for family Village of Origin in Bekaa Valley, Lebanon
- ❖ Past Member of Board of Directors, Across Languages
- ❖ Past Member of Board of Directors, Original Kids Theatre Company
- ❖ Founding Member Muslim Lawyers Association
- ❖ Past Member of Board of Directors, Canadian Mental Health Association for London and Middlesex
- ❖ Award co-Recipient for repurposing 142 Dundas Street- London Chapter Architectural Conservancy Ontario (2015)

- ❖ Award co-Recipient for repurposing 142 Dundas Street -Architectural Conservancy Ontario (2015)
- ❖ Member, Downtown London Business Association
- ❖ Member, Islamic Centre of Southwestern Ontario
- ❖ Supporter, Forest City Community Church
- ❖ Advisor to London and Middlesex and annual conference presenter Muslim Resource Centre
- ❖ Former Member Law Union of Ontario
- ❖ Active in local heritage, environmental, philanthropic, and social justice causes

### **CURRENT & PAST PROFESSIONAL DEVELOPMENT**

- ❖ Lecturer in the field of Islamic Law for Muslims, lay people and lawyers;
- ❖ Lecturer Mental Health Law, Civil Litigation practice, Law of expert evidence, and Family Law to law associations, social groups, schools and service and treatment organizations
- ❖ Past half day seminar co-presenter child protection practice "Social Work and the Law" at King's University College, London, Ontario with Justice Sharon Hassan and Prof. Dr. Rachel Birnbaum
- ❖ 2010 Chaired Middlesex Law Association seminar "Retirement Planning for Lawyers"
- ❖ Past instructor "Social Work and the Law" night courses for Fanshawe College, London, Ontario
- ❖ Lecturer, Law Society of Upper Canada, Bar Admission Course – Seminar Practice in Child Protection Proceedings from the Parent's Perspective, interviewing skills, and negotiating skills
- ❖ Attended, participated in as an attendee or presenter at numerous conferences and continuing education programs
- ❖ Mentor to various co-op students in practicum, John P. Robarts School for the Deaf, Thames Valley Board of Education, London & Middlesex Roman Catholic Board of Education, Fanshawe College Law Clerk programs, Trio College Paralegal and law clerk programs, summer Law Students, articling students and young lawyers.

- ❖ Founder, Shoreline Property Management Inc. a Cottage rental and property management enterprise see [www.shorelinegetaways.com](http://www.shorelinegetaways.com)
- ❖ Co-Founder A. Chisholm Company Inc. website [www.hassanlaw.com](http://www.hassanlaw.com)

## **INTERESTS**

- ❖ Spouse Sharon, and three children
- ❖ Large Extended family
- ❖ Downtown London
- ❖ Heritage restoration
- ❖ Supporter of many local charities, non-profits, arts venues, and events
- ❖ Biking, Hiking, swimming, and skating
- ❖ Antiques, Art, Gardening, Music, & Reading

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

### Application

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

### Contact Information

Name: **Barbara Jovanovic**

City: **London**

Province: **ON**

Postal Code: **N6P 1C7**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am able to fully participate and contribute this minimal amount of time monthly to the position on the London Police Services Board.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I feel very qualified for this role with the London Police Services Board. With my over 30 years of business experience, my roles with different volunteer organizations and my role as Auxiliary Constable with the London Police Services for the past 10 years, I feel confident that I can work with the other Board Members.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**While I only just recently became the Secretary of the Border Terrier Club of Ontario, it is a position which is proving to be very enjoyable. Having just retired from being an Auxiliary Constable with London Police Services, I have been able to get a glimpse of the day to day operations in many departments of the Services which I feel will prove beneficial in this role. Policing has always been of interest to me for the past 40 years, so being able to serve on the Police Services Board would be a pleasure for me. I do not shy away from hard work or commitment and I look forward to the opportunity of again serving my community.**

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

**I feel that the system we are all a part of is a system that needs to see change. I also feel that change starts with each of us, and would like to help see positive change a part of the London Police Services Board. It is not enough to understand how a person arrived at the "place" they are today: we also need to use this insight to make better more compassionate decisions. Decisions that are better for them, for victims and for the community.**

**In my role on the Auxiliary I was the first point of contact with the public. On many occasions during my time with the Auxiliary, after conversing with members of the public, they were able to "see" a different side of policing and the people behind it. They could see that the view I presented was different and not at all like the one that they associated with from television or from a bad experience they may have heard about in**

the news. Quite often this turning point was a result of that one conversation with us or a frontline worker I may have connected them with which allowed them to see that we are just people too. Perhaps it was by offering support to safe housing, peer support, or just lending an ear for a few minutes. The things that many of us take for granted.

I recognize as a minority in this community - as first born of immigrant parents, I recognize as LGBTQ and have a loving family with a beautiful 19 month old granddaughter.

I feel that all of my life experiences qualify me for the vacancy on The London Police Services Board

Attach resume or other document here (optional): **C191B04B-5D5E-4B43-8BF4-039B6B4AFD1C.jpeg**

Attach more files here, if needed: **21FAB548-C7A3-4341-BD14-85275081EAC8.jpeg**

## Confirmations

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

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

If you selected 'Other', please specify: **Indeed London**

Submitted on: **3/12/2023 1:56:17 PM**



March 13, 2023

To Whom it May Concern,

I am interested in being considered for the appointment to fill the vacancy on the London Police Services Board. I am retired and am seeking the opportunity to meet with you to demonstrate how I will utilize my employment experience to work as an exceptional member of the Police Services Board.

In my previous role, I was a small business owner, responsible for being accountable to my customers and my team. I always strived to provide an exceptional client interaction and execution on a consistent basis. I make logical decisions based on experience in the workplace and have gained valuable knowledge in customer experience, hiring, training & mentoring employees, scheduling while maintaining goals and wage cost, and managing overall store operations. For my team, I live transparency, and I make it my duty to create an environment that allows teammates to come to me for assistance with their daily activities that allows them to grow and be successful individually and as a team. I am a proven leader, determined to succeed by utilizing tools and resources available to me. My daily activities require me to show excellent judgment by ensuring all tasks are performed on time and completed with the highest degree of due diligence which is adhered to through the compliance of policy and procedures.

Being a multi-task oriented team member with an extensive background in the retail and customer service industry, customer and colleague communication, and leadership, I am adept in providing and supporting your exam to excel and grow together. I am able to analyze issues and propose appropriate solutions and will demonstrate my unwavering integrity. My strengths include a high level of performance, strong judgment skills, an experienced leader, and an effective mentor. I realize the need for consistency with a balanced approach on all levels pertaining to my job. I am always interested in extending my skill base in a challenging environment to allow for personal development and to promote a better work environment for my team.

It would be my pleasure to meet with you to discuss this opportunity and to have the possibility to demonstrate how I would be an asset to this vacancy.

Thank you for your time and consideration and I look forward to hearing from you.

Sincerely with warm regards,

Barbara Jovanovic

BARBARA JOVANOVIC  
London, Ontario  
N6P 1C7

#### HIGHLIGHTS OF QUALIFICATIONS

- Self-motivated, organized, responsible individual who is a creative, energetic problem solver
- Productive and efficient habits; able to work without supervision
- Leader that is people oriented and client focused - creates a work environment that is focused on the employee & customer experience
- Works well independently and in a team setting; ability to communicate effectively, work under pressure and multi-task
- Strong analytical and planning skills combined with the ability to coordinate the efforts of teammates to meet company goals
- Display excellent judgment by using and assessing all available informations to make decisions based on what is best for the customer and the business

#### PROFESSIONAL / PERSONAL EXPERIENCES & ACCOMPLISHMENTS

Medical Courier, part-time

2021-present

Lifelabs, London, Ontario

- Pickup specimen samples from clinics, hospitals and doctors offices and delivering them to the appropriate laboratories in an efficient manner while maintaining a focus on quality, safety and customer service
- Represent the Lifelabs brand with professionalism and integrity by providing a positive experience at every touch point
- Utilize Lifelabs technology to access and complete on-line readings and training

Owner / Operator, London, Ontario

1981-2019

Peter's Drive-In Cleaners Ltd., London, Ontario

- development of strong customer relations and communication skills as they essential to repeat business
- recruited, trained and mentored new hires & provided individual training/shadowing experience, supported by positive feedback and reinforcement
- consistently promoting a positive attitude
- trained in handling customer complaints by resolving concerns quickly and efficiently
- supply and inventory control

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

## Application

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

## Contact Information

Name: **Pongo Komi**

City: **London**

Province: **ON**

Postal Code: **N6H0J6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Although I am currently working full-time, my employer can accommodate time off monthly to attend meetings during business hours. Additionally, I will have no trouble completing the required reading prior to attendance.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**As a Community Liaison with the Police Services Department, I assisted with recruitment of youth interested in pursuing the path of policing. I currently work with the Diversity and Recruitment Departments to bridge gaps and introduce potential candidates to resources and relevant training (such as PREP test etc.). As a result, we have successfully recruited and two London Police Officers who are now active on the Police Force.**

**I continue to meet with the Diversity department to involve them in community events and encourage further recruitment and development opportunities. As a matter of fact, I was recognized for my contributions bringing awareness to systematic racism. I was interviewed by CBC news. (<https://www.cbc.ca/news/canada/london/london-police-recruitment-process-black-community-1.5624081>)**

**Additionally, as a London Transit Bus Driver for over 6 years, I have further refined my problem solving, communication and customer service skills.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As the founding President of the Soccer Club for Senior Citizens of London Association (BMO Centre), I am on the board. I schedule meetings and activities, create policies, and arrange speakers for the club. I am passionate about celebrating unique and individual differences, as well as, encouraging community engagement. I have a strong sense of community and strive to make my community more inclusive.**

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

**Having immigrated to Canada more than 30 years ago from Africa, I have learned much about Canadian culture and the importance of diversity. Although Canada is a wonderful country to live, there still is some inequality and racism that I have experienced firsthand. This has inspired to celebrate diversity and act as a champion for the African Black**

**Communities of London. With patience, education and networking, I strive to work towards making an impact, creating new opportunities for my community and building bridges towards inclusion.**

Attach resume or other document here (optional).: **Pongo Komi resume.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify: **The London Police Service Diversity Department**

Submitted on: **3/9/2023 3:57:31 PM**

# PONGO KOMI

---

London ON

## SUMMARY OF QUALIFICATIONS

---

- 10 + years' experience operating a motor vehicle with no demerit points
- B licence with clean drivers abstract
- Focused on inclusion and diversity
- Clean criminal record
- Enthusiastic and hardworking with strong community minded focus
- Bilingual: Ability to communicate effectively in English and French

## WORK EXPERIENCE

---

- Safely operated bus to pick up and drop off youth and adults
- Planned travel schedules to ensure timely arrival
- Maintained a safe and clean interior and checked on vehicle condition
- Recorded information on deliveries
- Operated radio communication equipment
- Acted professionally on job sites and provided excellent customer service
- Received multiple awards for customer service and driving excellence

## WORK HISTORY

---

<b>School Bus Driver</b> , London Transit Commission, London, ON	2015 - 2016
<b>School Bus Driver</b> , Elgin Bus Lines, London, ON	2015 - 2016
<b>Truck Driver</b> , Doug Coleman Trucking, London, ON	2014 - 2015
<b>School Bus Driver</b> , Langs Bus Lines, London, ON	2011 - 2014
<b>School Bus Driver</b> , Murphy Bus Lines, London, ON	2006 - 2008
<b>Customer Service Agent</b> , Stream International, London, ON	2002 - 2011

## EDUCATION AND TRAINING

---

**High School Diploma**, Congo, Africa

**Valid Ontario BZ Driver's License Air Brake Training**

## **VOLUNTEER EXPERIENCE**

---

**Volunteer Community Liaison**, London Police Diversity and Recruiting Divisions, London, ON

**President and Board Member**, Soccer Club for Senior Citizens, London, ON

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

## Application

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

## Contact Information

Name: **GURRAM LAKSHMI SAI**

City: **London**

Province: **ON**

Postal Code: **N5V 5C7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Flexible for meetings any time of the day and any day of the week.**

**Have a reliable vehicle. Also, comfortable in taking work-provided or public transit.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**My tenure at Junior Chamber International India Chapter as a Vice President and Director at Provincial Level contributing to Local Organization Chapter of Guntur will definitely be an asset combined with my Business Management Diploma from Fanshawe College.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**My tenure at Junior Chamber International India Chapter influenced me to be a key decision maker in service sector. I strongly believe that it is what we think as public that makes us serve them in the way they want in accordance with policies in place.**

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

**I was nominated twice for the Fanshawe Student Union to serve students of the college. It has been almost 2.5 years of living in London now.**

**I am freelance Google Reviewer and love to support businesses in the London municipality.**

**I am very happy to see the Foot Patrol Office on Dundas Street in Downton London & support it with my heart. This really brought a great lookout for businesses in Downtown London.**

**I am looking forward to work with the board to analyze, design, implement and support more measures for Businesses in the city.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/19/2023 9:00:45 PM**

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

## Application

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

## Contact Information

Name: **JOHN LISOWSKI**

City: **London**

Province: **ON**

Postal Code: **N6G 4P7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**As a lawyer I am used to working long hours and would have to problem preparing for and attending day-long meetings. I am winding down my legal practice and gradually reducing my working hours with a view to retiring in 5 years or less.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

### Education

**University of Western Ontario, Honours Bachelor of Arts, Gold Medallist  
University of Western Ontario, Bachelor of Laws; Editor, Western Ontario Law Review (1974)**

**President, U.W.O. Legal Society (1974)  
Osgoode Hall, called to the Bar in 1976.**

### Community Involvement

**1985 – 1991 Member of London Police Services Board, London, Ontario; Chairman in 1990 and 1991. Granted Life Membership in the Canadian Association of Chiefs of Police in December, 1991; Made Honorary Member of London Police Association in 1996**

**1987 – 2012 Member and Past President of London Polonia Towers Inc., a non-profit housing corporation in London, Ontario**

**1997 – 2006 Member of City of London Committee of Adjustment**

**1997 – 2005 Part-time Member of the National Parole Board**

**My research into London Police Service history was utilized in the publication of the Service's 150th anniversary history book - On The Beat. Over the past 30 years I have contributed 55 articles relating to London Police history for publication in the London Police Association quarterly newsletter, The Observer.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As already indicated above, I served on the London Police Services Board from 1985 to 1991, serving as Chairman the last two years.**

**Given my past experience on the London Police Board, I will be able to hit the ground running and will not require a great deal of time familiarizing myself with the workings of the London Police Service.**

**As a lawyer who once practised criminal law and also served for 9 years on the National Parole Board as a part-time member, I have a greater than average knowledge of the criminal element in our society and this experience will enable me to ensure that the London Police Service continues the fine tradition of dedication and service that it has historically provided to the city and continues to implement effective measures to ensure**

the safety of Londoners.

Over the past 30 years I have conducted extensive research into the history of the London Police Service in anticipation of writing a definitive history at some future date. I feel that my knowledge of its past history, the manner in which it addressed policing issues as they arose and the plans they have implemented for the future will be of inestimable value in determining the proper course of action to be taken in addressing the future policing requirements of our community.

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

**As a practising lawyer in London for the past 47 years, I have equally represented people of all races, ethnic groups, nationalities, religious beliefs and genders. I practised reconciliation, equity and inclusion long before it became "cool" to do so.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 11:39:58 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: **London Police Services Board**

## Contact Information

Name: **RUI MIN**

City: **LONDON**

Province: **ON**

Postal Code: **N6L0E9**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Thank you for asking about my ability to meet the time requirements for serving on the Police Services Board. I understand the importance of this commitment and am fully prepared to dedicate the necessary time and effort to fulfill my duties. As someone who values community involvement, I am committed to serving the community to the best of my abilities. I am confident that my organizational skills and time management abilities will allow me to balance my work and personal obligations with my responsibilities as a member of the Board. I am willing to dedicate the time required to review all relevant materials and ensure that I am up-to-date on any developments or changes before each meeting. In short, I am committed to fulfilling my duties as a board member by participating fully and contributing effectively to each monthly Police Services Board meeting. Thank you for your consideration, and I look forward to the opportunity to serve on the Board.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Thank you for asking about the skills, education, community involvement, and experience that qualify me for a role on the Police Services Board. As a Canadian resident of this community since 2011, I have witnessed firsthand the importance of effective and efficient policing. I believe that my qualifications and experience make me the ideal candidate for this vital role.**

**With a master's degree in business economics and over three years of experience in the municipality, I possess the critical thinking, strategic planning, and problem-solving skills necessary for this position. As a supervisor for a team for over three years, I have honed my interpersonal and leadership skills, which I believe will enable me to provide strong guidance and direction to the police service.**

**I am familiar with and open to introducing the use of new technologies into the police service to improve communication and services. I recognize the importance of staying ahead of the curve and utilizing new technologies to enhance the effectiveness and efficiency of the police service. As a member of the board, I will work tirelessly to ensure that the police service is equipped with the latest tools and technologies to provide the highest level of service to the community.**

**I am fully committed to supporting the city's agenda and understand how to prioritize them. With my experience as an election supervisor and my ability to take escalated phone calls from taxpayers, I am confident in my ability to engage with citizens and address their concerns. I am dedicated to being a strong advocate for the community and ensuring that their needs and interests are at the forefront of all decision-making. In addition to my education and work experience, I have a deep passion for public service and community involvement. I am committed to creating a safer and more prosperous community for all residents. As a member of the board, I will work tirelessly**

**to ensure that the police service is responsive to the needs of the community and is equipped to provide the highest level of service possible.**

**Overall, I am confident that my skills, education, community involvement, and experience make me a strong candidate for this role. Thank you for your consideration, and I look forward to the opportunity to serve on the Police Services Board.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Although I have not served on a Board, Commission, or Committee previously, this appointment is of great interest to me. As a member of the community, I am passionate about ensuring that our municipal police services are fair, equitable, and responsive to the needs of all community members. I believe that by serving on the Police Services Board, I can make a meaningful contribution to achieving these goals. Additionally, I am eager to learn and take on new challenges, and I believe that serving on the Board would provide me with an excellent opportunity to develop new skills and expand my knowledge of local governance. Overall, I am excited about the possibility of serving on the Police Services Board and am committed to working collaboratively with other Board members and community members to make a positive impact on our local community.**

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

**As a Chinese immigrant who has made London my home since 2011, I am deeply committed to contributing to the reconciliation, equity, and inclusion efforts of our community. I have a unique perspective that comes from my experience as a newcomer and as a member of the local Asian community. My involvement in our community has allowed me to understand the issues that affect different levels of the Asian community and to be aware of the struggles and challenges they face.**

**I have also witnessed firsthand the increase in hate crimes against the Asian community, and this has motivated me to take action and advocate for a safer and more inclusive community for everyone. Being a member of the Board or Committee would give me a platform to speak out and work towards addressing these issues.**

**As a member of the board, I am committed to engaging with diverse communities and promoting their needs and interests. I am eager to work with community leaders and organizations to ensure that their voices are heard and their perspectives are taken into account when making decisions that affect them.**

**In addition, I am open to learning and introducing new technologies and innovative approaches to policing services that could improve communication and services for all members of the community. I am willing to work with the board to ensure that the needs and perspectives of diverse communities are considered when making decisions on issues such as resource allocation, service delivery, and community engagement.**

**Furthermore, my work experience as a resident in London has allowed me to gain a deep understanding of the issues that affect our community. As a student, I learned about the importance of equity and inclusion in creating a vibrant and thriving community. As a working professional, I have had the opportunity to work alongside people from different backgrounds, and this has given me an appreciation for the diversity that makes our community unique. In my previous role as a supervisor in the municipality, I was responsible for leading a team of individuals from diverse backgrounds. Through this experience, I gained valuable skills in communication, conflict resolution, and leadership, which are essential for promoting equity and inclusion in the community. Overall, my lived experience as a Chinese immigrant to Canada, involvement in the local Asian community, and my leadership skills and work experience have prepared me to make meaningful contributions to the Board's efforts towards reconciliation, equity, and inclusion. I am committed to being an advocate for positive change and working towards creating a more welcoming and inclusive community for all Londoners.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

I declare the following: **I am at least 18 years old.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

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

If you selected 'Other', please specify:

Submitted on: **2/28/2023 11:38:53 AM**

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

## Application

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

## Contact Information

Name: **Daniel Moran**

City: **London**

Province: **ON**

Postal Code: **N5V1A7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am an avid reader, and take notes and am able to recollect and ask critical questions about topics, and will be able to take the necessary times to attend all meetings.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Fire Safety Systems certificate from Fanshawe college, my career in repair work in healthcare, condominiums, and residential properties has given me a multitude of abilities to communicate and plan effectively.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**This gives me the opportunity to learn, to be part of a dynamic and important part of the community.**

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

**As previously mentioned, I have work in maintenance and repairs since I could start working.**

**I have worked in hi rise condominiums, low rise and hi rise apartment buildings, townhouse complexes and long term care homes. I have met a diverse population of all kinds, in all levels of class.**

**I have seen the challenges and experienced life changing events in such circumstances, and it has allowed me to understand many different points of view.**

**I believe this is a good opportunity to share my experiences, as well as learn from others how this organization and the city is run from a different perspective completely.**

**I hope to be given the opportunity to develop more professionally, and help to continue to build the community via this platform.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify: **Indeed**

Submitted on: **2/27/2023 5:42:05 PM**

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

### Application

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

### Contact Information

Name: **Syed Najam Naqvi**

City: **London**

Province: **ON**

Postal Code: **N6E2Y7**

### Experience and Qualifications

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

**I have not been in any committee of the City.**

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

**I am a lawyer. I have been involved in community activities since long. I have an interaction with community on day to day basis and will be able to be a bridge between the board and community.**

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

**I will work with the board following their guidelines to progress and bring results with the help of whole team. Will gather the community issues and present to the board to be able to minimize the problems attached to the community.**

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

**We live in a diversified society where people from different ethnic back ground with variety of faiths and culture live together. I will make sure that the needs and solutions are kept in view while working in the board. I will try my best to perform my duties respecting the community members' class, race, color and choice regarding gender identity.**

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

**Before migrating to Canada, I worked with different social organizations and focusing on the real needs and method of its solution has been my primary goal. I have been serving community whenever they need me because human service is the best contribution one can think of.**

Attach resume or other document here, if needed: **Najam CV Final March 8 (1)\_1.jpg**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **2/13/2023 1:28:19 PM**

## **Syed Najam Naqvi**

I practiced for over 15 years in Pakistan. I practiced Real Estate, Immigration, Family, and excellent drafting and legal research skills. I have volunteered in different law firms in Canada. Vast experience of learning procedure in Canadian Court of Law to varying levels as a free-lance Court Interpreter accredited by the Ministry of Attorney General.

### **QUALIFICATION & TRAINING**

Certificate of Qualification

Federation of Law Societies of Canada 2017

#### **Bachelor in Law (LL.B)**

Bahauddin Zakaria University, Multan, Pakistan 1985

**Studied at:** University of Ottawa: Administrative Law and Law of Evidence 2011

York University: Law of Tort 2014

University of British Columbia: Criminal Law 2017

National Committee on Accreditation (NCA): Constitutional law, Property, Professional Responsibility, Foundation

Certificate of Qualification issued by the National Committee on Accreditation 2017

### **LEGAL EXPERIENCE**

#### **Syed Law Professional Corporation, Mississauga-Ontario June 2016 –June 2017**

- Client inquiries, communicating with clients via phone, emails.
- Help Supporting in Legal Research, complete the files and documentation
- Review all the documents and provide opinion and legal research to prepare cases
- Representing clients in matters related to motions in the Civil and Family area of law

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

## Application

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

## Contact Information

Name: **Elie Ngoy**

City: **London**

Province: **ON**

Postal Code: **N6J3S7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I understand the significant time commitment required to serve on the Police Services Board, including monthly full-day meetings and pre-meeting reading. As the Executive Director of Young London, I am committed to ensuring that our London youth have a voice and representation at all levels of decision-making, including on this committee. While my schedule is busy and demanding, I am willing to make the necessary arrangements to attend and fully contribute to these meetings to the best of my ability. I am available and flexible to work around meeting schedules and will prioritize this important responsibility as a member of the Police Services Board. In short, I am able to meet the requirement and will be in full attendance at all meetings.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**As someone who has worked in the non-profit sector for several years, I bring a range of skills and experiences that would be valuable in a role on the Police Services Board. My expertise in stakeholder management, strategic planning, and team leadership would allow me to collaborate effectively with other board members and community partners to advance the community's interests. Additionally, my background in communications and media relations would help promote transparency and public engagement around issues related to policing and community safety.**

**Regarding education, I hold a Bachelor of International Relations degree from Western University and Diploma's in Maritime Law and International Conventions and project management. I am pursuing a Bachelor of Laws degree at the University of Law, which has given me a deeper understanding of legal frameworks and governance structures. Furthermore, I have obtained several certifications in social media marketing, advanced Google Analytics, and psychological health and safety.**

**Outside of my professional experience, I have also been involved in various community organizations, including serving on the advisory board of Adventures in Preservation, Free to Run, and the Community Charitable Service Centre. These experiences have given me a firsthand understanding of the challenges faced by marginalized communities and have strengthened my commitment to creating more equitable and just systems.**

**Overall, my skills, education, community involvement, and lived experience have prepared me to contribute meaningfully to the work of the Police Services Board. As someone who understands the importance of community engagement and collaboration, I am committed to working towards more inclusive and equitable systems of policing that reflect the needs and perspectives of all community members.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**As a board member for Adventures in Preservation, Free to Run, and Community Charitable Service Centre, I have gained valuable experience in governance, strategic planning, and stakeholder management. These roles have allowed me to contribute to the growth and development of these organizations and positively impact the communities they serve.**

**Additionally, my appointment as a representative for the Special Education Advisory Committee of the Toronto District School Board has allowed me to advocate for the needs of students with disabilities and ensure that their voices are heard in decision-making processes.**

**I am interested in this appointment because I am passionate about using my skills and experience to contribute to meaningful work that positively impacts the community. Serving on a board allows me to utilize my strategic thinking, leadership, and relationship-building skills to make a difference in the lives of others. I am excited about the opportunity to work with a team of dedicated individuals who share my commitment to creating positive change and building strong, resilient communities.**

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

**I am committed to promoting reconciliation, equity, and inclusion in all my work and community involvement. As a leader in the non-profit sector, I have championed initiatives that address systemic barriers and promote more significant equity for underrepresented groups. I have also been an active member of community organizations that work to advance social justice and promote diversity and inclusion. Through my work on the board, I will bring a wealth of experience in stakeholder engagement, program development, and strategic planning.**

**I understand the importance of centring diverse perspectives and voices in decision-making processes, and I will work to ensure that all individuals are heard and valued in these discussions. I will also strive to promote equity and inclusion in all policies and initiatives and to ensure that all Londoners have equal access to opportunities and resources.**

**In summary, my commitment to reconciliation, equity, and inclusion is central to my work and community involvement. My experiences and expertise will be an asset to the Board, and I am committed to working collaboratively with other members to advance these critical goals.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/9/2023 10:58:56 AM**

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

## Application

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

## Contact Information

Name: **Odunayo Olalere**

City: **Pickering**

Province: **ON**

Postal Code: **L1X0G2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**To be effective in this role, individuals must have the flexibility and availability to attend these meetings regularly and be prepared to participate fully in discussions and decision-making processes. They must also be willing to commit the necessary time and effort to stay informed on relevant issues and policies and keep abreast of developments in the community.**

**Individuals who are considering this role should carefully consider their personal and professional commitments and determine whether they have the time and resources to commit to the role effectively. It may be helpful to discuss the expectations and requirements of the role with current or former board members to gain a better understanding of the level of commitment required.**

**Overall, serving on the Police Services Board is a critical responsibility that requires a significant time commitment. Individuals who are considering this role should ensure that they have the necessary time and resources to commit to the role effectively and contribute to the ongoing work of the board.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have a background in public relations and advertising, currently I am volunteering at an NGO giving me a wide knowledge about the community**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**it is essential to have individuals with diverse perspectives and experiences in positions of leadership to ensure that decision-making processes are equitable and inclusive. Serving on the Police Services Board is an opportunity to contribute to the ongoing work of promoting community safety and well-being while ensuring that these efforts are grounded in principles of equity, inclusion, and social justice.**

**By serving on the Police Services Board, individuals can play a vital role in addressing issues related to police accountability, community relations, and public safety. They can work collaboratively with community members, law enforcement, and other stakeholders to develop policies and practices that reflect the needs and experiences of all members of the community and promote equitable outcomes for all.**

**In summary, the appointment to the Police Services Board is of interest to those who are committed to promoting equity, inclusion, and social justice in their communities. It is an opportunity to make a meaningful contribution to public safety and well-being while ensuring that decision-making processes are reflective of the needs and experiences of all members of the community.**

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

**Reconciliation, equity, and inclusion are critical values that are essential for building vibrant, healthy, and sustainable communities. To achieve these goals, it is essential to have diverse perspectives and voices at the table. As such, boards and committees play a critical role in advancing these values, as they help to ensure that decision-making processes are inclusive, equitable, and reflective of the needs and experiences of all members of the community.**

**One way that individuals can contribute to these efforts is by bringing their unique perspectives and experiences to the table. This can include lived experiences of marginalization, as well as expertise in areas such as anti-racism, anti-oppression, or intercultural understanding. By sharing these perspectives, individuals can help to challenge assumptions and biases that may be present within the board or committee, and contribute to the development of more equitable and inclusive policies and practices.**

**In addition to personal experiences, individuals can also contribute to these efforts by engaging with community organizations, initiatives, or movements that are working towards reconciliation, equity, and inclusion. This can include participating in anti-racism or anti-oppression training, attending community events or workshops, or volunteering with organizations that are working to promote social justice and equality. Overall, the key to enhancing reconciliation, equity, and inclusion efforts through board and committee work is to remain committed to listening, learning, and engaging with diverse perspectives and experiences. By doing so, individuals can help to ensure that decision-making processes are truly inclusive and equitable, and that the needs and experiences of all members of the community are reflected and valued.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Contact from the City Clerk's Office**

If you selected 'Other', please specify:

Submitted on: **3/1/2023 5:43:51 PM**

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

## Application

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

## Contact Information

Name: **Kevin Pera**

City: **London**

Province: **ON**

Postal Code: **N5W1X2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I'm not getting precise but that seems less than 30 minutes of reading a day with advance notice. Or, simply 2.5 hours on three weekends in advance of the meeting. I am an active reader. Though I think time is not an accurate descriptor of comprehension. One could skim and learn more than others comprehend in an hour. I have spent days labouring in the sun while building and renovating pools. I don't understand how a full day meeting can be more difficult. I have participated in multiple mental health hearings and understand patiently waiting.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I was awarded the Ian Hayes leadership award which goes to the top graduating player for leadership and sportsmanship with the 2012 London Beefeaters where we won our conference championship but my team did not take the Canadian Junior Football League semi-final seriously and we were handed a loss. The award goes to the top graduating player for leadership and sportsmanship.**

**I dedicated myself to the experience and study of sleep deprivation. I can understand an officer learning how to adapt and making mistakes. I empathize with the process of hardening.**

**I contacted the London Police media account and was led to Police Test Ontario where I paid for a course that provided modules from the Crisis and Trauma Resource Institute and I accomplished certification for every one.**

**I dedicated myself to not shaving and appearing as what most people consider a homeless man to look like. I was called homeless on multiple occasions. Many times in an attempt to insult my character, based on my looks. I know, now, how, people look at someone disadvantaged. I was even yelled at from across the street by a canvasser: "Are you homeless!?" I yelled back no. I was treated as not taking care of myself.**

**Being viewed as not taking care of myself was used as part of supporting a diagnosis. I understand that many homeless have stressful situations and I believe that talking to them is more helpful than sending them on a path that leads into a psychiatrist treating them with medicine. I know full well, what they would be treated like, by a doctor, and how if they don't comply; they'll be found incapable to consent to treatment. This will take the last amount of independence they have in their life away.**

**I have had a no knock warrant performed on me in Windsor, Ontario. I understand what is said about such practice and think my personal experience could provide relief of the issue. Police can't exactly knock in certain situations. Unfortunately; when I was celebrating a bachelor party, I unintentionally smoked laced marijuana. I don't know what it was laced with. I thought crystal meth because of my behaviour. I was awake for two weeks and experienced extreme paranoid delusions. I understand the officers did what protocol dictates. I must admit; they were prepared to protect themselves, as they should**

be.

I will also say that, many homeless use narcotics and end up not sleeping. The result is they are paranoid. The result is they lose touch with objective reality. They become immersed in subjectivity and survival. I wasn't at the survival stage but I know what pay cheque to pay cheque is.

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**When black lives matter was promoted and spun out of control; I built an interest in solving an issue that people worry so much about. I've spent countless hours talking to people through social media comments, so, about 500 conversations regarding police and community involvement. I wrote a petition for the United States but I was not able to gain traction. I'd like to address any issues in the city I was born and raised in.**

**I have had a no knock warrant performed on and mental health was cited as the reason. I understand the citizen plight of police interaction. I had blocked my door with a recliner but forgot to lock the door. All because someone slipped me laced marijuana. I don't smoke now. I heard someone breaking into my apartment and the door opens to the street. I grabbed a kitchen knife and a putting wedge to meet an intruder. If the recliner was there, maybe the Windsor police would have drawn guns and fired. I can't guarantee that I would have recognized soon enough that police were kicking my door in; a taser would not have stopped me. An officer would realize as such. I'd like to scour London protocol to make sure no one is unintentionally harmed.**

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

**Being on a football team has given me the perspective to see individual merit while favouring a team effort.**

**I completed all modules from the Crisis and Trauma Resource Institute courses which were bought from Police Test Ontario. The modules gave me insight into de-escalation and mental health. I couple this with my lived experience to balance expectations and realistic solutions. I am able to view the perspective of someone breaking a law while holding justice in my hands. Sure, a law is just a concept but order maintains a sense of community. Anarchy does not serve any group and I've given myself enough chances to prove it. I have unintentionally smoked laced marijuana more than one time. I allowed myself to trust people and got burnt a few times. I understand that the homeless in London, likely have no control over the drugs they ingest, thus they aren't really in control of their use. I am able to see their frustrations and seek to provide peaceful resolutions to their plight. I have spent about 2 years combined in mental health facilities because of accidental ingestion. I can see how someone might end up on the street and choose crime, while, at the same time not excuse the act. I can speak on their level and listen in the same way to become a bridge between city enforcement and habitual offenders.**

Attach resume or other document here (optional): **Kevin-Pera.pdf**

Attach more files here, if needed: **All certificates from trauma and crisis.pdf**

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/4/2023 4:13:44 PM**

# Kevin Pera

## **Hard working, Patient, Understanding**

London, ON N5W1X2

I have a wealth of experience stemming from interactions with police.  
I have a wealth of experience resulting from participation with psychiatry.  
I adapt quickly.  
Born and raised in London.  
Worked and lived in London.  
Always came back.

## Work Experience

---

### **Pool Builder and Renovator**

Warehouse Guys - London, ON

April 2013 to November 2021

Drive truck and tow trailer; provide and remove material.  
Occasionally operate skid steer.  
Dig trenches.  
Remove pool liners and install new ones.  
Remove concrete and pour new deck.  
Build new pools.  
Construct armour stone retaining walls.  
Lay river rock.  
Prep area, lay sod and water.  
Arrange decorative vegetation around waterfalls.  
Transplant trees.

## Education

---

### **High school diploma**

Sir Wilfrid Laurier Secondary School - London, ON

2004 to 2008

## Skills

---

- Quick reader
- Physically able
- Attention to detail
- Friendly

## Awards

---

### **Ian Hayes award**

August 2012

The Ian Hayes award is given to the top graduating London Beefeater player for Leadership and Sportsmanship.

I led the 2012 London Beefeaters to the Canadian Junior Football League semi-final championship.

I would have earned defensive MVP but I sprained my left MCL and missed 4 games so I didn't have the stats for that.

Played football for 15 seasons.

### **Senior Defensive MVP**

June 2009

I was awarded the Laurier Rams defensive MVP award.

I would have gotten the city award but I gave that to my teammate Tai Pham.

He didn't have the grades I did, so he needed to be seen in a greater light.

We both attended the University of Windsor.

He played well.

I got distracted with other pursuits.

### **Outstanding Defensive MVP**

August 2007

I was awarded the London Falcons (now the Junior Mustangs) outstanding defensive player award when we won the Ontario Varsity Football League championship with a perfect season.

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Addictions and Mental Illness Understanding the Relationship**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 08, 2021  
Continuing Education Credit Hours - 1

WE ENVISION A WORLD WHERE EVERYONE IS TRAUMA-INFORMED.

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Addictions and Mental Illness Working with Co-occurring Disorders**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 09, 2021  
Continuing Education Credit Hours - 1

WE ENVISION A WORLD WHERE EVERYONE IS TRAUMA-INFORMED.

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Addictions and Youth Substances, Technology, and Porn**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW

Trainer, CTRI

July 09, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Anxiety in Children and Youth Practical Intervention Strategies**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 09, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Anxiety Overview and Awareness**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director  
Trainer, CTRI  
July 07, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Anxiety Practical Intervention Strategies**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director  
Trainer, CTRI  
July 08, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Attachment Strategies for Engaging and Helping**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 09, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Autism Developing an Understanding**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kalyn Falk, MA  
Trainer, CTRI  
July 10, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Autism Strategies for Self-Regulation**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kalyn Falk, MA  
Trainer, CTRI  
July 10, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Board Development The Fundamentals of Governance**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



David Jung  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Borderline Personality Disorder Understanding and Supporting**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Bullying Responding for Prevention**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Mike Labun, BA  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Challenging Behaviours in Youth Strategies for Intervention**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Wendy Loewen, MA - Managing Director  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Clinical Supervision Skills for Developing Counsellors**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Coaching Strategies For Leaders**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Eric Stutzman, BA - Chief Executive  
Officer

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Cognitive Behavioural Therapy Tools For Thinking Differently**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Tricia Klassen, MSW, RSW

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Conflict Resolution Skills**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Mike Labun  
Trainer, CTRI  
July 06, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Crisis Response Planning**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Critical Incident Group Debriefing**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **De-escalating Potentially Violent Situations™**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Randy Grieser, MSW, RSW - Founder  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Depression Overview and Awareness**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Depression Practical Intervention Strategies**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE

## **Dialectical Behaviour Therapy Balancing Acceptance and Change On-Demand Webinar**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kimberly Enns, MSW, RSW

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Disordered Eating From Image to Illness**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kimberly Enns, MSW, RSW  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Emergency Preparedness Planning**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Mike Labun, BA  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Ethics of Helping Boundaries and Relationships**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Family Violence Awareness and Support**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Fetal Alcohol Spectrum Disorder Understanding and Overview**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Nathan Gerbrandt, MSW, RSW -  
Managing Director  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Fetal Alcohol Spectrum Disorder Strategies for Support**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Nathan Gerbrandt, MSW, RSW -  
Managing Director  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Front Line Skills for Social Services**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Gender and Sexual Diversity in Youth**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Harm Reduction A Framework for Change, Choice, and Control**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW

Trainer, CTRI

July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Language Matters**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Language Matters**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Leadership Insights for Thinking Differently**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Randy Grieser, MSW, RSW - Founder  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Leading Teams Remotely**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Wendy Loewen, MA - Managing Director  
Trainer, CTRI  
July 11, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Managing Difficult Phone Calls**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Christina Reimer  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Managing Mental Health in The Workplace**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Marwa Fadol, MA, RPsych  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Mediation Facilitating Conflict Resolution**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Mike Labun  
Trainer, CTRI  
July 11, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Mental Health Awareness and Support**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Mental Health Concerns in Children and Youth**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Mindfulness As a Counselling Tool**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Mindfulness Overview and Awareness**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI

July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Motivational Interviewing- Strategies for Supporting Change**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Danielle Forth, MSc, RPsych  
Trainer, CTRI  
July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Narrative Therapy Tools for Exploring Stories**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE

**Peer Support  
Equipping the Natural Helper On-demand Webinar**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW

Trainer, CTRI

July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Resilience in Children Tools for Helping**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Tricia Klassen, MSW, RSW  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Restorative Justice Guiding Principles for Communities and Organizations**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Mike Labun, BA  
Trainer, CTRI  
July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Self-Injury Behaviour in Youth Developing an Understanding**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kimberly Enns, MSW, RSW  
Trainer, CTRI  
July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Self-Injury Behaviour in Youth Strategies for Helping**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Kimberly Enns, MSW, RSW  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Solution Focused Therapy Skills for Short-Term Counseling**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Sheri Coburn, MSW, RSW  
Trainer, CTRI  
July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

**Stress Management**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Michael Labun  
Trainer, CTRI  
July 26, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## Trauma Overview and Awareness

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director  
Trainer, CTRI  
July 26, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## Trauma Strategies for Counsellors

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director  
Trainer, CTRI  
July 27, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Trauma-Informed Care Building a Culture of Strength**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI

July 27, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Trauma-Informed Leadership**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Randy Grieser, MSW, RSW - Founder  
Trainer, CTRI  
July 27, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Vicarious Trauma Strategies for Supporting Resilience**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI  
July 27, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Violence Threat Assessment Planning and Response**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Randy Grieser, MSW, RSW - Founder  
Trainer, CTRI  
July 31, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Walking With Grief Introduction and Overview**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 28, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Walking With Grief Helping Others Deal With Loss**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 27, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Wellness Strategies Stress, Compassion Fatigue, and Resilience**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Vicki Enns, MMFT, RMFT - Clinical  
Director

Trainer, CTRI  
July 28, 2021

Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Why The Questions We Ask Matter**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



John Koop Harder, MSW, RSW  
Trainer, CTRI  
July 28, 2021  
Continuing Education Credit Hours - 1

# CERTIFICATE

OF COMPLETION

**KEVIN PERA**

HAS COMPLETED THE ON-DEMAND WEBINAR

## **Workplace Sexual Harassment Why it Happens and How to Prevent It**

THROUGH THE CRISIS & TRAUMA RESOURCE INSTITUTE



Heidi Grieser  
Trainer, CTRI  
July 29, 2021

Continuing Education Credit Hours - 1

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

## Application

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

## Contact Information

Name: **Jacqueline Petricca**

City: **London**

Province: **ON**

Postal Code: **N5Z 1S2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am happy, willing and committed to prioritizing these expectations. I foresee no issue with being able to commit this amount of time to the board and the community.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have recently moved back to London and am seeking an opportunity to actively serve my community and use my educational and work experience as a SSW (Social Service Worker). I believe that my previous experience working with vulnerable populations (unhoused people, as well as being a parent of child with disabilities) will allow me to share my skills and knowledge of what the most vulnerable Londoners experience when asking for help or in conflict with the LPS.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I was a founding member of the NBCPD (New Brunswick Coalition of Persons with Disabilities) and served on the board for some time. In addition, I also sat on the youth committee.**

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

**As mentioned above, I am educated as a SSW and have professional experience in this role.**

**In addition, I have personal lived experience as person with disabilities myself, as as an Advocate for people with disabilities.**

Attach resume or other document here (optional): **Jacqueline Petriica - Resume (2023).pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 1:37:22 PM**

# JACQUELINE PETRICCA

▪ LONDON, ONTARIO

## Qualifications & Skills

- ∞ Working in residential-based programs that served clients with a variety of physical and emotional needs across an expansive demographic (age, socio-economic status, etc.)
- ∞ Coordinating age-appropriate, stimulating activities for children, youth and adults with a variety of ability levels, and aiding clients in dressing, feeding, bathing and moving
- ∞ Effectively supporting at-risk clients with a significant mental illness diagnoses on short term (crisis) and long term basis including IV drug users and palliative care patients
- ∞ Screening, hiring, training and supervising staff, students and volunteers, as well as conducting goal-setting and providing incentives to maintain enthusiasm
- ∞ Working cooperatively with media, schools, agencies, government and community members to reach goals of clients and employer
- ∞ Utilizing highly developed crisis intervention skills de-escalate agitated clients quickly and effectively while maintaining safety of others
- ∞ Effectively maintaining non-biased therapeutic relationships based on respect and trust; trained in Interpersonal Communications
- ∞ Working effectively with clients to maintain good (mental) health by incorporating individualized life skills to prevent relapse
- ∞ Facilitating groups for clients with a significant mental health diagnoses on topics of life skills, coping and conflict resolution
- ∞ Prioritizing, assigning and completing daily duties to achieve short and long term goals of the company/agency
- ∞ Acting as a Leader in First Aid occurrences while ensuring safety of client and bystanders
- ∞ Leading debriefing sessions with co-workers/students to strengthen the team

## Administrative Skills

- ∞ Well-versed computer skills including preparing professional documentation such as log notes, reports, funding proposals and program evaluations
- ∞ Accurately documenting occurrences in client files and daily logs with ability to organize and maintain established filing system
- ∞ Attending meetings and appointments on behalf of clients (or committee) which required advocacy and documentation
- ∞ Operating front desk of agencies greeting clients, scheduling appointments, as well as managing phones and email.
- ∞ Revising agency documentation including intake package, safety plans and statistic collection
- ∞ Effectively addressing requests and complaints via e-mail, telephone, Skype and in-person
- ∞ Preparing Plans of Care, treatment plans, referrals and assessments in a timely manor
- ∞ Aiding clients with development of resumes, cover letters and various applications
- ∞ Experience with collection of statistics including in the psychosocial dynamic
- ∞ Attending board meetings and participating in different roles for meetings
- ∞ Facilitating Suicide Prevention trainings in several Ontario locations
- ∞ Creating and maintaining webpage and mailings

## Professional Experience

<b>Respite Care Worker</b> Gould family ▪ Dorchester, New Brunswick	2017 - 2021
<b>Cashier / Customer Service</b> Caissie Grocery & Poutine ▪ Grande-Digue, New Brunswick	2014 - 2017
<b>Respite Care Worker</b> Kindred Home Care ▪ Grande-Digue, New Brunswick	2015 - 2016

# JACQUELINE PETRICCA

▪ LONDON, ONTARIO



## **Founder & Educator**

JP Training & Consulting ▪ London, Ontario

2008 - 2018

## **Child & Youth Worker**

Eagle's Circle the Nest ▪ London, Ontario

2011 - 2012

## **Front Line Mental Health Worker**

The London Coffee House Program ▪ London, Ontario

2007 - 2011

## **Crash Beds Staff**

C.M.H.P. (Canadian Mental Health Programming) ▪ London, Ontario

2008 - 2010

## **Child Care**

Glad Tidings Assembly Church ▪ London, Ontario

2005

## **Classroom Instructor**

Michael's Arts & Crafts ▪ Oakville, Ontario

2000 - 2004

## **Education & Training**

### **First Aid & CPR Certificate**

London, Ontario

2023

### **Ontario Suicide Prevention Conference**

Niagara Falls, Ontario

2014

### **ABA Therapy Education**

Vanier Children's Services, London, Ontario

2013

### **Aboriginal Cultural Sensitivity Training**

S.O.A.H.A.C., London, Ontario

2009

### **Compassion Fatigue Training**

Francoise Mathieu Toronto, Ontario

2009

### **Master A.S.I.S.T. Trainer**

C.M.H.A., London, Ontario

2007

### **Social Service Worker Diploma**

Fanshawe College, London, Ontario

2007

### **Human Services Certificate**

Fanshawe College, London, Ontario

2005

### **Infectious Disease Training**

Fanshawe College, London, Ontario

2005

## **Volunteer Experience**

**New Brunswick Collation of Persons with Disabilities** ▪ Moncton, New Brunswick

2019 - 2021

**Y.M.C.A.-W.O. Northbrae Child Care Centre** ▪ London, Ontario

2013 - 2014

**London Suicide Prevention Counsel** ▪ London, Ontario

2009 - 2014

**My Sister's Place Transitional Support** ▪ London, Ontario

2006 - 2007

**Women's Mental Health Resources** ▪ London, Ontario

2006 - 2007

**Eagle's Circle the Nest** ▪ London, Ontario

2000 - 2004

**References Available Upon Request**

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

## Application

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

## Contact Information

Name: **Zebrina Petrie**

City: **London**

Province: **ON**

Postal Code: **N5Z 2N7**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am an avid reader. I have an open schedule and would take this responsibility very seriously.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have been a member of the east end st. Julian park community for over 20 years. I was the president of the Ealing home and school board for 2 consecutive years as well as vice president for a few years prior. I have had many positive interactions with London police services over the years as well as a negative experience that was concluded diplomatically. I was born in London and have been proud of this beautiful city for many decades. I would be truly proud to serve on the police service board.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I want to be a positive, committed and informed member of my community. I am very interested in how this board works and I believe the police services are one of the most impactful and important services provided by any city. I have so much respect for the police service and I love this city and want to see it grow and thrive.**

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

**I have lived in London most of my life. I have varied experience from my youth. I have dealt with gender bias as well as the criminal elements of our city. I am very open and excepting of others experiences and opinions. I take this very seriously and feel I would make good thoughtful decisions as well as be completely committed to the duties required.**

**Résumé available on request. Also on indeed. I was a small business owner until Covid. I was a volunteer at the 2010 Olympic Games in Vancouver. I am committed to doing the best job I can.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/14/2023 12:31:17 PM**

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

## Application

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

## Contact Information

Name: **marshall phinney**

City: **London**

Province: **ON**

Postal Code: **N6C 3V2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Yes...I am available to participate at all times**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have spent over 40 years in working with the community in areas of homelessness and addiction.I am an ordained minster as well.I have experience in labor law,employment,as well as being an employer. I have years of experience in working with professionals.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**This appointment is of interest to me as I feel I have a lot to contribute to the city of Linton.I believe in accountability.in fairness and respect all in being treated without prejudice.**

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

**As I have said I have worked in the community providing services to the under privileged for over 40 years. I have worked beside first responders in many emergency situations providing practical help and counsel. I have worked at Ground Zero providing these as well.I have advocated for those who have been mistreated and stood beside law enforcement as the executated their responsibilities.I started my career as a homeless person in Toronto and have worked my way into being Ex.Dir into the organizations I have worked for.I bring real life experiences as well as professional experiences to this position.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **2/25/2023 5:08:55 AM**

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

### Application

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

### Contact Information

Name: **Avdija Ramic**

City: **London**

Province: **ON**

Postal Code: **N6J2Y3**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Yes. I am working as a Clergy or Priest and have a time to prepare for meeting and serve to community. As a community leader every day I am work with people and their issues**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I was studying Islamic studies and the University of Law. I finished my master of Law which was accepted at the University of Toronto and recognize as a Master of Law. I am working with youth and adults every day. As a priest very often I need to be involved in the life of people and deal with issues.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I was member of committee school boar in Arthur Ford school since 2019 and I am a vice chair at school council in Saunders high school.  
Also I am member of Court of Revision for 4 years since till 2026.**

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

**I am priest or Imam or muslim chaplin.  
I am working with youth and children. As a priest every weekend I teach children in Mosque about religion and life.  
Every month I teach adults to different etopic if life and safety.**

Attach resume or other document here (optional).: **biografija cv AVDIJA RAMIC ENG.pdf**

Attach more files here, if needed: **Ramic, Avdija - ECA REPORT.docx.pdf**

### Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/11/2023 11:06:27 PM**

## PERSONAL INFORMATION

Name **AVDIJA RAMIĆ**  
Address **ON, CANADA**  
Telephone  
Fax  
E-mail

Nationality **Bosnian**

Date of birth **[ 07/04/1987 ]**

## WORK EXPERIENCE

- Dates (from – to) 2007-2009
- Name and address of employer ALBA D.O.O., 72000 ZENICA
  - Type of business or sector ECONOMY
  - Occupation or position held ACCOUNTANT
  - Main activities and responsibilities CONTROL OF THE ACCOUNTING SYSTEM OF ENTERPRISES .ALL ACTIVITIES RELATED TO THE SUPERVISION AND MONITORING OF THE LEGALITY OF ALL ACCOUNTING OPERATIONS WITHIN THE COMPANY
  
- Dates (from – to) 2009-2013
- Name and address of employer Islamic community , Mosque, Tomislavgrad
  - Type of business or sector The secretary
  - Occupation or position held The secretary
  - Main activities and responsibilities Administrative jobs, letters and letters management, employee archives
  
- Dates (from – to) 2013-2017
- Name and address of employer Islamic community , Čelić 75246
  - Type of business or sector CLERGY, IMAM
  - Occupation or position held CLERGY, IMAM
  - Main activities and responsibilities Administrative jobs, letters and letters management, employee archives

- Dates (from – to) 2019-present
- Name and address of employer Elementary school Arthur Ford, ON
- Type of business or sector Member of school board
- Main activities and responsibilities Prepare and find the best solution for a children and school staff
  
- Dates (from – to) 2019-present
- Name and address of employer City of London, ON
- Type of business or sector Member of group – Anti-islamophobia working group
- Main activities and responsibilities Prepare and find the best solution for improvement for anti-islamophobia and hate crime
  
- Dates (from – to) 2022-present
- Name and address of employer City of London, ON
- Type of business or sector Member of court of Revision
- Main activities and responsibilities Prepare and find the best solution and make correct decision in case which is presented to members of court of Revision
  
- Dates (from – to) 2022-present
- Name and address of employer High school Saunders, ON
- Type of business or sector Vice chair school committee
- Main activities and responsibilities Prepare and find the best solution for a children and school staff.

#### EDUCATION AND TRAINING

- Dates (from – to) 2001-2005
- Name and type of organisation providing education and training MEDRESA “Osman ef. Redzovic”
- Principal subjects/occupational skills covered Imam, clergy
  
- Dates (from – to) 2010-2013
- Name and type of organisation providing education and training University of Travnik, Faculty of Law
- Principal subjects/occupational skills covered Law
- Title of qualification awarded Bachelor of Law
- Level in national classification (if appropriate)
- Dates (from – to) 2015-2016
- Name and type of organisation providing education and training University of Europe, Faculty of Law
- Principal subjects/occupational skills covered General Law Faculty
- Title of qualification awarded Law graduate
- Level in national classification (if appropriate)
- Dates (from – to) 2016-2018
- Name and type of organisation providing education and training University of Europe, Faculty of Law

- Principal subjects/occupational skills covered Law
- Title of qualification awarded Master of Law
- Level in national classification (if appropriate)
- Dates (from – to) 2020-2020
- Name and type of organisation providing education and training University of Toronto, School of continuing studies
- Principal subjects/occupational skills covered Law
- Title of qualification awarded Master of Law – comparative education service (CES)
- Level in national classification (if appropriate)

**PERSONAL SKILLS  
AND COMPETENCES**

*Acquired in the course of life and career but not necessarily covered by formal certificates and diplomas.*

**MOTHER TONGUE**

**BOSNIAN**

**OTHER LANGUAGES**

- Reading skills
- Writing skills
- Verbal skills

**ENGLISH**

INTERMEDIATE

GOOD

INTERMEDIATE

**OTHER LANGUAGES**

- Reading skills
- Writing skills
- Verbal skills

**DEUTSH**

BEGINNER

BASIC

BEGINNER

- Reading skills
- Writing skills
- Verbal skills

**ARABIC**

INTERMEDIATE

INTERMEDIATE

good

**SOCIAL SKILLS  
AND COMPETENCES**

*Living and working with other people, in multicultural environments, in positions where communication is important and situations where teamwork is essential (for example culture and sports), etc.*

MANY YEARS OF EXPERIENCE IN WORKING WITH PEOPLE IN VARIOUS CONDITIONS AND WITH VARIOUS CATEGORIES. PARTICIPATION IN A WIDE VARIETY OF TRAINING AS A COACH IN THE FIELDS OF MOTIVATIONAL SESSIONS TO START THEIR OWN BUSINESSES, BY WORKING ON BUSINESS PLANS AND CAREER PLANNING.

ORGANISATIONAL SKILLS  
AND COMPETENCES  
*Coordination and administration  
of people, projects and budgets;  
at work, in voluntary work (for  
example culture and sports) and  
at home, etc.*

MANY YEARS OF EXPERIENCE IN MANAGING VARIOUS LEVELS OF MANAGEMENT. BOTH IN THE PRIVATE AND PUBLIC SECTOR. I PERFORMED VERY SIGNIFICANT ORGANIZATIONAL CHANGES IN ORDER TO INCREASE THE EFFICIENCY OF BUSINESS ORGANIZATIONS.

TECHNICAL SKILLS  
AND COMPETENCES  
*With computers, specific kinds of  
equipment, machinery, etc.*

ADVANCED COMPUTER SKILLS. ESPECIALLY MS OFFICE, AS WELL AS NUMEROUS APPLICATION PROGRAMS. ON SEVERAL OCCASIONS, WAS COACH IN THE FIELD OF INFORMATION TECHNOLOGY KNOWLEDGE BASE. AWARENESS OF RIGHTS AND INTERNATIONAL RIGHTS

ARTISTIC SKILLS  
AND COMPETENCES  
*Music, writing, design, etc.*

OTHER SKILLS  
AND COMPETENCES  
*Competences not mentioned  
above.*

Competence to conduct scientific research, to participate in research projects, qualified for managers at all levels, more than 13 years of experience in the organizational and management positions in business and public administration.

DRIVING LICENCE(S)

Driving license: Full G  
Many driving experience both at home and abroad.

#### ADDITIONAL INFORMATION

SOFTWARE CARE AND  
INSTALLATION  
CREATING JOOMLA PUBLISHING

#### ANNEXES

#### ADDITIONAL INFORMATION

2018 – published a book on Bosnian Language – “Terorrism and its financing in the World and Bosnia and Herzegovina”,

2020 - published a book on English language - “Terorrism and its financing in the World and Europe (Bosnia and Herzegovina)”,



UNIVERSITY OF TORONTO  
SCHOOL OF CONTINUING STUDIES

# Comparative Education Service (CES)

## Educational Credential Assessment

**Name:** Avdija Ramic

**Date of Birth:** April 07, 1987

**Date of Report:** November 02, 2020

**Student #:** X388766

**Page:** 1 of 2

### Canadian Equivalency Outcome:

**Outcome 1:** Master's degree from a recognized university

Credential(s) Applicable: Credential 1



David Pauwels  
Credentials Assessor

The CES ECA Report is intended for use for academic, employment and/or professional licensing purposes. Institutional recipients may verify the authenticity and validity of the report with CES. Falsifying or tampering with the content of your ECA Report will result in the nullification of your application and notification of relevant stakeholders.



UNIVERSITY OF TORONTO  
SCHOOL OF CONTINUING STUDIES

# Comparative Education Service (CES)

## Educational Credential Assessment

**Name:** Avdija Ramic  
**Date of Birth:** April 07, 1987

**Date of Report:** November 02, 2020  
**Student #:** X388766  
**Page:** 2 of 2

---

### Credentials Assessed:

- Educational Credential Obtained:* Master of Law  
*Country:* Bosnia and Herzegovina  
*Educational Institution Attended:* European University Brcko District  
*Awarding Institution:* Same as above  
*Year Awarded:* 2018  
*Year Issued:* 2018  
*Number of Credits:* 1 year(s)  
*Major/Specialization:* Law  
*Type of Documents Reviewed:* Photocopy of diploma  
Official transcript  
*Document Authentication:* Assessment based on verified documents

The CES ECA Report is intended for use for academic, employment and/or professional licensing purposes. Institutional recipients may verify the authenticity and validity of the report with CES. Falsifying or tampering with the content of your ECA Report will result in the nullification of your application and notification of relevant stakeholders.

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

## Application

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

## Contact Information

Name: **Dylan Rennie**

City: **St Thomas**

Province: **ON**

Postal Code: **N5P4H1**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am able to participate very well in these meetings as I have been completing 4-6 hour readings daily while attending university.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I will be completing my degree in Criminal Justice and Public Policy at the University of Guelph and I believe this degree will help me complete the tasks that are assigned to me.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have not served on a board. I believe I would do very well in this environment because I am energetic, well communicated, and engaging.**

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

**I believe that I can contribute to this because I come from a complex background and I gave family members who have disabilities and who live on reserves so I think I can help reach more people with my extensive background.**

Attach resume or other document here (optional).:

## Confirmations

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

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

If you selected 'Other', please specify: **Indeed**

Submitted on: **3/5/2023 4:44:33 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: **London Police Services Board**

### Contact Information

Name: **Antonio Santiago**

City: **London**

Province: **ON**

Postal Code: **N6E 3K2**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am a retired person and have ample time to attend a full-day meeting on a monthly basis. I do copious amounts of reading on a daily basis for a variety of purposes, whether they be for information, knowledge, or entertainment. I can speed read, having acquired the ability to do so a long time ago. I underwent a course on speed reading primarily because of the required quantity of reading in many of my previous work situations. You can only devote so much time to reading as have had to attend to all the other activities that were required of the job at hand. And yet reading was likewise an essential component of the job.**

**As a former head of the strategic and corporate planning department of a large agricultural conglomerate, I have experienced entire weekends devoted to closed conferences formulating SWOT analyses, objectives, goals, and strategies with company executives and directors. These were usually 3-day affairs dedicated entirely to formulating strategies, vision, and mission statements on an annual basis. Needless to say, a voluminous quantity of reading and discussions with my staff was required prior to the holding of these closed conferences.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

#### **Skills**

**Reading - adept at speed reading and comprehension**

**Leadership - highly developed leadership skills from managing corporate groups in various industries, and professional, and social organizations**

**Interpersonal - worked with various committees, social groups, professional organizations, sports teams, and work groups; customer service for call center; ESL coach**

**Decision-making - managed a wide selection of work groups including operational, administrative, professional, and social bodies**

**Computer - intermediate skill level for Windows, MSO suite; tech support for Hewlett-Packard computers**

**Writing - equally adept at writing and composition**

#### **Education**

**Trainer/facilitator - trained and experienced trainer/facilitator**

**ROTC - 2-year training as a Reserve Officer in the naval reserve service**

**Management development - completed live-in course in management development at the Asian Institute of Management, Manila, Philippines**

**BS in Mechanical Engineering - graduated in a 5-year course at the University of San Carlos, Cebu City, Philippines**

#### **Community Involvement and Experience**

**Managed the security force of a large agricultural conglomerate that was composed of**

**120 permanent employee guards, and a force of 250 security agency guards  
Treasurer of a committee comprised of representatives from the company, planters associations, local government, local police service, and military that provided funding for the local police service, military, and armed paramilitary civilian groups that provided security for the farms, trains, railway lines, and company sugarcane transloading stations against armed insurgency groups operating in the Company milling district (area of 50,000 hectares)**

**Managed the provision of services - power, water, public health, sanitary, infrastructure, garbage and recycling, security, schools, hospital, churches, and transportation - to the local community of around 20,000 residents contained within the company compound.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Committee of Adjustment Dec 7, 2021, Resolet 4.8/18/SPPC**

**ITCAC May 3, 2022, Resolet 4.5/8/SPPC**

**ITCAC Sub-committee on Vision Zero (Road Safety), Chair**

**Communication Committee of St. Justin's Parish (London, ON) - pioneer member of the first-ever communication committee of the parish (volunteer position)**

**Technical Committee (Victorias Milling Company) Secretary of a committee comprised of managers from all operating areas of the Company that met monthly to discuss operational issues and strategies.**

**Sugar Advisory Committee (Victorias Milling Company) Treasurer of a committee comprised of representatives from the Company, local government, planters associations, local police service, and military that met bi-weekly to discuss budgeting and funding of the local police service, military, and civilian paramilitary groups that provided security to the farms, railway lines, trains, company sugarcane transloading stations, against armed insurgency groups that operated in the Company's milling district - an area of 50,000 hectares.**

**75th Anniversary Committee (Victorias Milling Company) Chaired the Transportation & Security group for the 75th-anniversary celebration of the Company which had various activities and programs spread throughout the year (1994)**

**River Clean-up Project (Victorias Milling Company) Chair of the project I initiated to clean up the river running through the Company compound that was heavily polluted and silted.**

**Philippine Society of Mechanical Engineers-Negros Occidental Chapter - President for the year 1991 of the provincial chapter of the Philippine Society of Mechanical Engineers which had a membership of 750 engineers.**

**\*NOTE: Victorias Milling Company is an agricultural conglomerate operating in Victorias City, Negros Occidental, Philippines. It is the top cane sugar milling and refining company in the country with interests in engineering services, construction, aquaculture, food processing, agricultural research & development, agribusiness, shipping and warehousing, railroad transport, and financial services.**

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

**I firmly believe that all of us human beings are one and the same creatures. It does not matter where you come from, what you believe in, how you do the things you do, and how you interact with your fellow human beings because deep down inside we are all children of God. And as such, we should treat each other as we treat ourselves. It is how we think and act that has led us to all the prejudices, biases, hate, and fear that are ruining our relationships. That is why I always try to the best of my ability to treat every person as a unique human being that should be treated just like I would deal with myself on any and all occasions.**

**In the early part of 2022, I collaborated with the Nigerian community here in London to have my fellow Filipinos participate in a project that would train ordinary citizens how to deal with mental health issues especially with our fellow countrymen here in the City of London taking advantage of our unique ability to communicate in our native tongue that can greatly facilitate communication. This was quite a successful project and something that may be offered again in the near future. Furthermore, it opened the door for further collaboration between the Filipino and Nigerian communities here in the City of London. A further diversity experience was my stint as an exchange student in Australia in my**

**younger days where I learned to live with people from various cultures and at the same time immersing myself in the Australian culture.**

Attach resume or other document here (optional): **Antonio Santiago\_Resume.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/19/2023 9:45:52 PM**

# ANTONIO SANTIAGO

London, ON, N6E 3K2

## PROFILE

- **Provisional Professional Engineer** licensed with Professional Engineers of Ontario, Canada
- Mechanical Engineer with extensive manufacturing and production, warehousing, logistics, and transportation involvement in the automotive, defense, and food manufacturing industries
- Proficient problem-solver with hands-on experience in the fields of manufacturing, production planning and scheduling, industrial engineering, logistics and transportation, shipping and warehousing, inventory management, quality assurance and control, and continuous improvement
- Experienced trainer and facilitator, possessing exceptional verbal and written communication skills, and solid presentation abilities
- Ethical and consummate professional committed to maintaining the highest standards in the profession

## EXPERIENCE

***General Dynamics Land Systems – Canada***  
*London, ON*

**2015 – 2018**

### **PRODUCT READINESS TEAM SPECIALIST**

**2017 – 2018**

- Vetted 24,000 individual parts of Stryker vehicles in 6 weeks, for correctness of part numbers, NSN assignments, descriptions, relevance of applicability, and disposition, that had been backlogged for 3 years
- Established criteria, e.g. ECNs, ECOs, NOCs, etc. for periodic part number scrub from overall parts listing numbering 30,000 plus for a more manageable and relevant list in-house and various customers' use
- Recipient of Outstanding Employee Award for service above and beyond

### **PRODUCT COMPLIANCE TEAM SPECIALIST**

**2016 – 2017**

- Created 500-page illustrated Manuals of Instruction in 6 weeks for the inspection, cleaning, and preparation for re-installation of retrofit vehicle parts assemblies and components that would serve as a guide and reference for repair and maintenance personnel. This was a project that had been outstanding for more than 2 years.
- Produced detailed and illustrated 200-page Manual of Instruction in 2 weeks-time for the removal and re-installation of various vehicle parts assemblies and components that had been in the works for more than 1 year

### **PACKAGING SPECIALIST**

**2015 – 2016**

- Cleaned up 2 year backlog in 5 months of parts identification, weighing, measuring, and packaging design numbering 2,000 pieces while ensuring relevance and applicability of the parts
- Completed identification and disposition of 1,500 parts in 6 months for the legacy RG-31 armored vehicle project that resulted in the final closing of the project that had been under process for 3 years

London, ON, N6E 3K2

**PACKAGING MACHINE OPERATOR****2014 – 2015***Dr. Oetker*

London, ON

- Established production record of 85,000 frozen pizzas in an 8-hour shift by our team
- Member of start-up group of frozen pizza manufacturing facility

**CUSTOMER SERVICE REPRESENTATIVE****2012 – 2013***Sykes Assistance Services*

London, ON

- 95% resolution of all cases handled for Toyota Canada involving warranty, recalls, dealerships, performance, specifications, and quality issues through delivery of exemplary client relations
- 97% resolution of all roadside assistance calls from various vehicle owners in Canada and the US while maintaining courteous and helpful customer service

**DOCK COORDINATOR, Service Parts Operation-CAMI Inc.****2008 – 2010***Transfreight Inc.*

London, ON

- Reduced average receiving time 30% by the creation of a parts receiving manual to guide receivers on quality issues that had hampered quick processing
- Increased on-time parts deliveries 20% through the investigation and resolution of inventory issues on a continuing basis of the 18,000 item parts warehouse
- Awarded continuous improvement champion in company-wide competition

**PROFESSIONAL DEVELOPMENT**

***Overhead Crane Operator Certification***  
General Dynamics Land Systems-Canada

***Microsoft Office Suite-Word, Excel, PowerPoint  
Oracle, Cognos, Siemens Team Centre Software***

***Red Belt I***  
Transfreight, Inc.  
***Hazard Management***  
Fanshawe College

***Introduction to Maintenance Management***  
Fanshawe College  
***Occupational Health & Safety Legislation***  
Fanshawe College

**EDUCATION****BACHELOR OF SCIENCE in MECHANICAL ENGINEERING****1975***University of San Carlos*

Cebu, Philippines

Evaluated by World Education Services, Toronto, as equivalent to a Bachelor of Engineering in Mechanical Engineering from a recognized university in Ontario.

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

## Application

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

## Contact Information

Name: **Shaweta Sharma**

City: **London**

Province: **ON**

Postal Code: **N6K0G3**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**140 hours**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have worked in health care sector that will help in basic requirement of understanding and being empathetic.**

**Further the experience of customer service and web designing is going to assist with all the needs of being an active member and quick respondent along with fulfillment of demands of tech savvy world respectively.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**No , this is my first time to apply for this position.**

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

**As truly, I have recently shifted to this City after getting married and upon observing there are few things which need to be taken care and among them health care sector is first priority because I feel here people have to wait much longer for their turn to be seen by doctor and sometimes there problem even gets more worse. Secondly, transportation as new residents are moving to this area and for their children, elderly and family public transit is slow or having delayed service and also no service during weekends in some areas;foresure that needs to be addressed immediately.**

**In last I feel job opportunities should be more, for much development of city .**

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/4/2023 11:23:31 PM**

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

### Application

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

### Contact Information

Name: **Amanda Smith**

City: **London**

Province: **ON**

Postal Code: **N6C2Y8**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I will be able to participate I have the ability to work with my professional work responsibilities. I am able to attend these meetings in person or via virtually**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I strive for continuous improvement through education and have enrolled in professional regulated bodies which has allowed me to successfully take on new roles and gain a wide range of experiences in the medical field. I enrolled in the Elder Law certificate which has provided me with knowledge on the legal, financial and health related challenges that the Elderly face in the community. Professionally I ensure that the department operations were aligned with the mission, vision and values, while working collaboratively to successfully achieve the department's strategic objectives.**

- Managed day to day department activities, including the management of human, financial and material resources.**
- Create support for a healthy workplace, risk and utilization measurements, and facilitation of improvement initiatives and change management.**
- Fostering effective working relationships and networks within the team and with internal and external stakeholders across the city (LHSC, St. Joseph's Healthcare London, Middlesex London EMS, London Police Services, Western University etc.).**
- Managed a nursing, administrative and staffing portfolios with 74 direct reports. Lead in creating strategic communication improvements with the public community and organization.**
- Managed daily access and flow challenged for the Emergency Service program.**
- Demonstrated successful experience in leading continuous improvement and change management initiatives and projects that shape culture and enhance departmental and organizational efficiency well working within a limited budget.**
- Creating and implementing a new role of Medical Laboratory Assistants (MLA) in the emergency department to support and improve patient care.**
- Assisted in the implementation of standardized protocols to screen and refer the high-risk elderly in the emergency department, including ongoing education and training.**
- Made recommendations for care for frail seniors and assist in their implementation within the emergency department, and other hospital services, including specialized geriatric services.**
- Assisted in the development of linkages with community services.**
- Developed innovative solutions to address concerns with patient transfers between the ER and other community providers (may include education, development of protocols) with a view to building capacity in the system.**
- Educate patients/families/staff both formally and informally regarding the particular needs of the elderly and the specialized care they require in the ED.**
- Participated in research and in ongoing ED quality improvement initiatives, including**

collecting outcome data for the GEM service.

- Provide support to the emergency department in developing elder-friendly emergency health care environment.
- Work collaboratively within the CE-LHIN GEM Project (all 5 hospitals) to provide support, education and sharing of ideas to facilitate success beyond the organization.

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

I have participated in many committees and project work within my current profession both as front line staff as well as chairing and leading committees. I have participated in Fit to Sit program as chaired our PAQIT committee, I have also led many new initiatives. I am excited to participate in this appointment as I feel I can provide a unique perspective to the board. I have interacted with the Police Services regularly in my profession and can identify and sympathize with the challenges and constraints that they face on a daily within our community, the increase in volumes, support needs, demands of service from the public all while working within a limited budget. These are the same constraints and challenges that I face within my profession and working within the healthcare system. I am able to advocate for innovation but also be able to identify aspects that can be changed within the current environment but also not afraid to work towards a bigger goal in the future.

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

I have always enjoyed serving my community regardless of which city I am in. Since a young age I enjoyed serving the public through volunteering and in my profession. Having a nursing background, I understand and emulate my commitment to reconciliation, equity and inclusion. Through my practice I have been on the front lines caring and advocating for our vulnerable populations and the community as a whole. I understand the needs to advocate equity and inclusion for people who do not have a voice. Since taking on more of a leadership role professionally I have developed an even greater passion for advocacy for our patient population, community and providers. I have the confidence to support change when change is needed while working within constraints and limits. I know the importance of understanding collective agreements and have an understanding and knowledge of budget developments. I am able to work collaboratively with different disciplines, populations and services to create a successful work environment by keeping an open and respectful line of communication daily. I have the ability to assess request and implement the required needs, for example having a shortage of nursing staff what resources are required to support this current challenging environment so the public and receive timely and equitable care. I was able to assess the situation identify an affordable resource to work within the budget and implement it to the front lines allowing additional support for staff and care for the public. I believe a big part of my learning and experience has come from my role in healthcare and can benefit the board and committee work. I have a passion to serve the public and drive to learn and grow my professional and personal experiences. When I am face with a challenge or the unknown I make goal to learn everything I am able to in order for me to be successful and bring my best self forward. Having demonstrated this quality will only benefit the growth of the community to ensure safe and equitable service is provided by both the City of London and the London Police Services Board.

Attach resume or other document here (optional): **ASBoardpositionresume.pdf**

## Confirmations

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

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

Submitted on: **3/19/2023 2:20:28 PM**



**Amanda Smith RN, BScN, MHS, ENCC**

March 19 2023

RE: The London Police Services Board

### **To Whom It May Concern**

Please accept my cover letter and resume as consideration for a position with The London Police Services Board.

I have a passion for emergency service and the benefits that they provide to the people within the London community. This is evident throughout my career path. I began my career as Registered Nurse at London Health Sciences Centre (LHSC) in the Emergency Medicine program, my path has led me into leadership roles, including Geriatric Emergency Management Consult and now my current role as Clinical Manager of Emergency Services at Victoria Hospital.

These roles have provided me with experience in strategic planning, project management and increasing operational excellence. My passion for emergency services and commitment to serving the people in the community encourages me to continue to strive for excellence in my profession. This has allowed me to lead initiatives that create positive organizational change with a focus on positive patient outcomes. My experienced educated base makes me an ideal candidate to support the City of London and the London Police Service.

Though I have not been part of the bargaining unit process, I have experience in both a union and nonunion environment. This has provided me with the understanding of the nuances of multiple different collective agreements.

I am excited for the opportunity to bring my knowledge and experience of emergency services to the board. I enjoy reviewing and contributing to policies and procedure development. I have chaired a variety of committees and understand the importance of innovation, policy reviews, being able to identify any short comings including financial. As well as working within a limited budget identifying what is priority to pursue and what can be tabled to revisit at a later time.

In addition to my attributes, I am goal-oriented and dedicated to my profession. I am a passionate and positive leader who strives for personal excellence and who can align my vision with the city's strategic goals, vision and core values. I have had the benefit of

interacting with the London Police Service (LPS) throughout my career and I believe I can provide a different lenses and voice for what the London Police Service and our community needs.

I understand and have witnessed the challenges and constraints that LPS and our community is currently facing. I would like the opportunity to bring my passion, knowledge, and experience to the London Police Service Board to serve both the police and the City of London.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amanda Smith', written in a cursive style.

**Amanda Smith RN, BScN, MHS, ENCC**



## Amanda Smith RN, BScN, MHS, ENCC

### OBJECTIVE

To obtain a position on London Police Service Board

### EDUCATION AND QUALIFICATIONS

- Pre Health Nursing-Lambton College
- Bachelor of Science in Nursing, 2008-The University of Windsor Ontario
- Master of Health Studies with a focus in teaching 2020-Athabasca University
- Elder Law Certificate- OsgoodPD- Continuing Education 2021
- Member in good standing with the College of Nurses of Ontario
- Member of the Registered Nurses' Association of Ontario
- Member of Canadian Nurses Association
- Member of Canadian College Health Leaders -enrolled in February cohort with LHSC
- September 2022 completion of LEADS program through LHSC
- Enrollment of Lean Sigma Six Certification
- Manager representation on the Drug Therapeutics Committee at LHSC
- Certified Health Executive (CHE)- Completion year 2024

### SUMMARY OF PROFESSIONAL STRENGTHS

- Demonstrated successful experience in a management role; positive and proactive leadership capabilities, adept at leading a diverse group of employees, contracted services and consultants.
- Demonstrated successful continued education and professional development related to my professional field
- Ability to develop, implement and lead effective change management strategies.
- Established project management skills with the ability to align projects with strategic goals and operational objectives while managing operational day to day activities
- Proven ability to establish purposeful relationships and work effectively with senior leaders, bargaining units, front line staff and senior management.
- Understanding of financial budgeting principles to develop financial models, forecasts and analyses for operational and capital planning.
- Demonstrated successful experience in leading continuous improvement and change management initiatives and projects that shape culture and enhance organizational efficiency.
- Exceptional communication skills with the ability to converse with, write reports for, and deliver presentations to all levels of the organization.

- Demonstrated ability to inspire the people they lead through productive and honest dialogue, with personal integrity and actions.
- Ability to work collaboratively as part of the multidisciplinary team and as an individual contributor
- Focused critical problem-solving skills and the ability to implement innovative outcomes and solutions
- Self directed professional who embraces changing environments and continuous learning
- Recognized and regarded peer leader and mentor
- Demonstrated excellence in oral and written communication
- Excellent interpersonal, problem solving and teaching skills
- Advanced knowledge of the nursing process, the consultation process program planning, research methodology and crisis management
- Demonstrated ability to provide effective professional practice leadership
- Knowledge of College of Nursing of Ontario standards of practice and standards of practice in area of specialty RGP GEM CNS Role
- Ability to identify potential for patient risk and intervene appropriately
- Knowledge of adult learning and learning theories
- Proven analytical thinking and problem-solving skills
- Knowledge of current and future trends in area of specialty in nursing
- Practice in accordance within specific professional standards
- Seek help and accept guidance when a gap in competence is identified
- Maintain own clinical and professional competency
- Maintain membership in professional role-related organizations
- Commitment to lifelong learning and continually seeks ongoing education

#### **PROFESSIONAL EDUCATION:**

- Up-to date LHSC Mandatory Training
- CNA Emergency Nursing Certificate
- Advanced Cardiovascular Life Support, 2020
- Basic Life Support for Healthcare Providers ,2020
- ECG Interpretations Course, 2015
- Ability to effectively navigate and utilize LHSC supported technology such as First Net, Power Chart, Word Processing, Excel and Outlook
- Able to work safely and effectively during scheduled and non-scheduled electronic downtimes
- LHSC IV start and blood draw certification
- Canadian C-Spine Training
- Canadian Triage and Acuity Scale
- ECG Interpretation
- 12 Lead ECG Interpretation
- Trauma Nursing Core Course (exp)
- Emergency Nurse Certificate Canada 2021
- Exploring the Path to Leadership Session
- Emotional intelligence course
- Influencer Course
- Trauma 2018 Annual Scientific Meeting & Conference

- Charge Nurse Boot camp February 13<sup>th</sup> 2017
- Health and Safety Supervisor Training Course March 30<sup>th</sup>, 2017

## PROFESSIONAL WORK EXPERIENCE

### *Clinical Manager, Emergency Services*

#### *Adult Emergency (Victoria Hospital, London Health Sciences Centre July 2021-Present)*

- Ensured the team and department operations were aligned with LHSC mission, vision and values, while working collaboratively to successfully achieve the department's strategic objectives.
- Managed day to day department activities, including the management of human, financial and material resources.
- Create a support of a healthy workplace, risk and utilization measurements, and facilitation of improvement initiatives and change management.
- Fostering effective working relationships and networks within the team and with internal and external stakeholders across the city (LHSC, St. Joseph's Healthcare London, Middlesex London EMS, London Police Services, Western University etc.)
- Managed a nursing, administrative and staffing portfolios with 74 direct reports.
- Lead in creating strategic communication improvements with the public community and organization.
- Managed daily access and flow challenged for the Emergency Service program
- Proficient in completing follow up with LHSC AEMS process
- Demonstrated successful experience in leading continuous improvement and change management initiatives and projects that shape culture and enhance departmental and organizational efficiency.
- Creating and implementing a new role of Medical Laboratory Assistants (MLA) in the emergency department to support patient care and flow.

### *Geriatric Emergency Management Clinician (GEM)*

#### *(University Hospital, London Health Sciences Centre 2020-2021)*

- Assist in the implementation of standardized protocols to screen and refer the high-risk elderly in the emergency department, including ongoing education and training.
- Provide appropriate assessments and consultation to identify acute symptoms, underlying health conditions, physical, functional, emotional and cognitive status, home environment issues and home supports needed for the at-risk elderly identified in the emergency department.
- Make recommendations for care for frail seniors and assist in their implementation within the emergency department, and other hospital services, including specialized geriatric services.
- Assist in the development of linkages with community services
- Develop innovative solutions to address concerns with patient transfers between the ER and other community providers (may include education, development of protocols) with a view to building capacity in the system
- Educate patients/families/staff both formally and informally regarding the particular needs of the elderly and the specialized care they require in the ED.

- Participate in research and in ongoing ED quality improvement initiatives, including collecting outcome data for the GEM service.
- Provide support to the emergency department in developing elder-friendly emergency health care environment.
- Work collaboratively within the CE-LHIN GEM Project (all 5 hospitals) to provide support, education and sharing of ideas to facilitate success beyond the organization.
- Participate in program evaluation and reporting requirements.
- Participate in provincial GEM liaison group and the Regional Geriatric Program - Geriatric Emergency Work Group activities and maintain links with other GEM nurses beyond the CE-LHIN.

*Registered Nurse, Adult Emergency Department, London Health Sciences Centre (Victoria Hospital, London Health Sciences Centre), 2008-2020*

- Provide clinical assessments and decision making in a fast-paced, constantly changing environment
- Effectively triage high volumes of health complaints/individual needs
- Compassionately and empathetically listen and communicate in highly stressful scenarios
- Proficiently assess and identify potential available inter-hospital and community resources that assist in the safe discharge of patients to home
- Manage the care of a diverse population of clients and their emergent health care needs, inclusive of complex senior care
- Serve as a resource person with specialized skills that assist and support my colleagues in unfamiliar situations

*In Charge Person (ICP), Adult Emergency Department, London Health Sciences Centre (Victoria Hospital, London Health Sciences Centre), 2017-2020*

- Provide guidance and experience to staff.
- Make assignments and request staff needs
- Field complaints from patients/visitors
- Serve as a liaison with doctors and other hospital staff as well as outside hospitals
- Strong leadership skills and flexibility
- The ability to remain calm and assertive in high-pressure situations

### ***Accomplishments***

- Highly organized employee who provides safe and dignified care to patients at all stages of their health.
- Peer Mentor/Resource for newly hired staff supporting their needs
- Assisted with staff education during the Emergency Nursing Update Days 2016, 2017, 2018, 2019
- Assisted with RED to GREEN role in the Emergency Department
- Preceptor to nursing students in consolidation phase, providing real-time experience in the workplace and demonstrating high standards of patient centered care
- Selected by Management Team maintain and overview the Standards of Practice in the Adult Emergency Department to support Accreditation Canada preparation.
- Selected by Management Team to be part of the interdisciplinary group to develop a Fit2Sit program in collaboration with Middlesex -London Paramedic Services

- Selected by Management to create a Charge Nurse Resource Binder for ICP/CN at Victoria and University Campus at LHSC.

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

## Application

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

## Contact Information

Name: **Brad Stokkermans**

City: **London**

Province: **ON**

Postal Code: **N6K 4X2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I have extensive experience with being on a board of directors with Byron Soccer and Eyes on Byron (crime prevention program) In my current role with London Middlesex Community Housing I work Monday to Friday with plenty of availability to take days off as needed. My current schedule allows plenty of time on weekends and off hours to review any required reading.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I graduated from police foundations in 1999. Since that time I have worked in the security industry, 16 years at LHSC and more recently I accepted a position with London Middlesex Community Housing as a Community Safety Specialist. During this time I have seen first hand the challenges the community faces in some areas. These area 's include homelessness, addictions, violence and the housing crisis. I have served the last 5 years on the board of directors with Byron Soccer and the last 3 years as the president of Eyes on Byron. I have a strong understanding of how a board of directors operates, budgets, policy and procedure. I love to be heavily involved in the community and making a positive impact on the community.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Byron Optimist Soccer Club , started as the recreational director for the first 2 years, the last 3 years I have held the position of competitive director. Eyes on Byron was created to help create awareness in the community of Byron to help limit the amount of crime. This was developed by myself and other members of the community to support community members understand how to protect property and report incidents to the police via online reporting, and understanding a police officer does not need to attend every time a minor incident occurs. Being a member of the London Police Services Board is important to me. Being part of a board that makes meaningful and significant decisions that directly affects the community in which I live, can make a positive impact personally and professionally.**

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

Throughout my career I have had the pleasure of working with a diverse, marginalized community. I have a real passion for creating a positive impact on the lives of others. Understanding bias, unconscious and conscious, being aware of different cultural beliefs and customs. Being able to treat everyone with respect and dignity. Being able to take and provide constructive feedback. Understanding your own personal limitations. I personally hold myself to a high standard, ensuring I treat everyone with respect.

Attach resume or other document here (optional): **Brad stokkermans(1).pdf**

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/7/2023 8:08:49 PM**

# Brad Stokkermans

## Contact

**Education**  
Honors Diploma in Police  
Foundations  
Graduated in 1999  
Westervelt College, London  
Ontario

## Objective

Self-motivated professional with a significant background in security. Experience working with marginalized individuals in clinical and residential settings. Seeking to obtain employment that will advance my career.

## Experience

*November 2023 to current*

**Community Safety Specialist** • London and Middlesex Community Housing

- Demonstrated knowledge related of rent geared to income policy and procedures.
- Demonstrated ability to complete tasks assigned.
- Demonstrated ability to self-start.
- Demonstrated ability to work within tight deadlines.
- Demonstrated ability to communicate effectively with tenants and staff.
- Demonstrated ability to attend work on a regular basis.
- Demonstrated knowledge of Yardi.
- Demonstrated ability to manage crisis situations.
- Demonstrated ability to support staff during interactions with high-risk and potential violent tenants and non-tenants.
- Demonstrated ability to complete detailed notes to support Landlord and tenant tribunals.
- Demonstrated ability to support the organization by completing investigations.
- Demonstrated ability to understand emotional intelligence and communicate effectively while in a supervisory or mentor position.

*October 2021 to October 2022*

**Mechanical Insulator** • Inland Insulation

- Demonstrated knowledge of health and safety
- Demonstrated ability to complete tasks assigned in a timely manner.
- Demonstrated ability to work at heights and operate aerial work platforms.
- Demonstrated ability to communicate effectively with clients.
- Demonstrated ability to work in extreme conditions.

*October 2005 to October 2021*

**Security Guard** • London Health Sciences Centre

- Demonstrated knowledge of local, provincial, and federal legislation pertinent to Security Operations
- Demonstrated ability of accurate and detailed report writing
- Demonstrated knowledge of proper use of restraint systems
- Demonstrated ability to react to and coordinate response to a variety of stressful and crisis situations.
- Demonstrated professional communication, interpersonal and conflict resolution skills.
- Demonstrated high standards of ethical conduct, exhibiting honesty and integrity.
- Developed and implemented mentorship program.

**Key Skills**

Conflict resolution skills  
Effective leadership and communication skills  
Independent judgment and decision making  
Excellent problem-solving skills  
Knowledge of health and safety

**Professional Development & Certification**

Security Guard Licence  
CPR and First Aid  
Introduction to Incident Management System  
Crucial Conversations (3-day course)  
Working at Heights  
Aerial platform Licence.  
Member of LHSC Disaster Response Team  
Use of Force Training  
Trauma Informed Care

## **Leadership**

Byron Optimist Soccer Club – Competitive Director

Byron Optimist Soccer Club – previous Recreational Director

Eyes on Byron - President

---

## **References**

Available upon request

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

## Application

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

## Contact Information

Name: **David Turner**

City: **London**

Province: **ON**

Postal Code: **N6G5A2**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am fully versed in (and grew up with) Robert's Rules of Order, have held numerous positions of responsibility in various commercial organizations (Colorado) and at present am working for a Medical Professional Corporation that has flexible hour demands (hence my ability to schedule full day meetings at your convenience). As an attorney/Solicitor/Barrister, I enjoy reading hours at a time (proof: my studying for months for the NCA and LSO exams), whether that be exam-prep, or legal precedent research.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I am a US (Colorado 1999, and New York 2012) licensed attorney, recently admitted to the Law Society of Ontario (2022). I hold an undergraduate degree, Honors, in Philosophy (\*\*\*) laude) from Claremont McKenna College (1995) and a Juris Doctorate from the University of Colorado School of Law (1999). I cleared my Canada-wide legal training (NCA Challenge Exams) first sitting, with accreditation in 2019. I cleared my Solicitor and Barrister exams with the LSO, also first sitting in 2022. I have practiced law in Colorado and Singapore (international aviation law), and am well acquainted with Martin's Criminal Code and keep abreast of all legal developments with regard to policing. I believe I am uniquely situated to help the LPS progress towards a more inclusive, responsive, and responsible police force. The developments in the past few years in the States have created an increased demand for accountability and transparency in policing, and I believe a position on the Police Services Board of an attorney/Solicitor/Barrister like myself may likely bring an increase in those in-demand attributes.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Administrative law positions are intriguing to me, as Board membership entails a high degree of professionalism, and law practice is all about exactly that. We attorneys attempt to examine human behavior in the light of full respect for the Rule of Law, and apply the rules to the facts of a case. While interfacing with Commissions (like the Public Utilities Commission of Colorado, for example), I addressed a range of issues, presented clients' perspectives with black letter law and precedents to support same, and interacted with Commission members on an ongoing basis, working towards mutually satisfactory resolution of issues presented. I thrive in teamwork situations, and hope to provide a legal perspective to issue that otherwise might need more clarity.**

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

**Reconciliation, equity and inclusion for diverse communities is a central focus of my being and family. BEING: Born of a Jewish father and Protestant mother, I suffered (from both sides) the religious discrimination inherent in a "mixed marriage". My mother's father (a York Rite Mason from Scarborough, England) would not speak to my father (a Scottish Rite Mason), for decades due to my father's family's religion (my father was not religious). Both parents (medical doctors who met in Sheffield Medical School in England) were shunned by their respective families and religions, and had to create a new "family" from friends, who were in fact, inclusive and accepting of others. FAMILY: My wife is Chinese Malaysian. In Malaysia, Chinese are discriminated against by the Malays, who have "bumiputra" whereby ethnic Malays receive "front of the line" privileges and institutionalized positive discrimination (a Malay with straight "B" grades is accepted to medical school before any Chinese or Indians with "A" grades; this happens to this very day with Government positions as well). Our daughters are half Chinese, half "me" (and I am half Jewish, half Protestant). So as you can see, our family, with me, (mixed race) my daughters, (double mixed race) and my wife (Chinese Malaysian) has an ethic mix that demands we not only value, but LIVE inclusion, and equity. My wife works locum stints (she is an Emerg physician with LHSC) up in Hearst and Kapuskasing, and regularly (in Timmons) gets mistaken for First Nations. She has suffered being pulled out of the line at the airport there regularly (Timmons seemingly has a drug problem and First Nations seem to get "extra" screening all the time), for "extra screening". So we teach our children to accept and appreciate others, and attempt to find fairness. We teach them that reconciliation (First Nations vis a vis Canada) should start with more than just the TRC statement, and that UNDRIP requires free, prior and informed consent (Bill C-15 and Bill C-262).**

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/10/2023 11:19:23 AM**

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

## Application

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

## Contact Information

Name: **Kiowna Tremblay**

City: **St. Thomas**

Province: **ON**

Postal Code: **N5R 4Y6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I have recently given notice to my job in order to stay home with my twins who are 14 months old. Now that I will be home full time while my husband works, I will have ample time to complete the advance reading, as well as have already secured childcare with family for during the monthly full day meetings. I would be available to participate and contribute more if needed as well. My goal is to give myself purpose outside of the household while I am home with my boys until they start school.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have an education in social services and criminology, as well as many continuing education units that provide me with beneficial skills. I originally wanted to be a police officer when first attending school but changed my career choice when I got married. I also have experience working at the London Courthouse and at a non profit called Leads Employment Services where I assisted people on Ontario Works and Ontario Disability Support Program build life skills and find work. Many of my clients have criminal records, and part of my job is to help them navigate the court system and then apply for record suspensions when available. I have administration and clerical skills as my job requires extensive note taking and documentation. I have volunteer experience with Big Brothers Big Sisters, shelters and senior homes. I also have extensive lived experience that involves policing. I grew up in Woodstock Ontario, living in a women's shelter and then geared to income housing. Living there and seeing illegal behavior's, drugs, assaults, as well as heavy police presence, I have an deep understanding of systemic issues that exist and want to be part of the solution. I believe in accountability and want to provide my perspective to help guide the direction of policing in London. I strongly believe policing should be funded more in order to provide equipment and training in needed areas.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have not previously served on a board, commission or committee. I have always been interested in policing and now that I have my twins boys, daycare is hard to come by, so we found it best that I stay home until the twins are school age. Since I won't be working anymore, I wanted to find a way to stay in my field of interest and give myself purpose outside of the home, as well as help make impactful decisions and changes.**

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

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

**I live in St. Thomas, but have worked in London ever since graduating university in Ottawa. I hope I can still be considered for the role even though I don't reside in the city anymore. I have ample experience with my work and lived experience in social services and policing specifically. I see with my clients where there are problems in the system, I saw problems growing up, but I also saw officers doing their best with the resources they had. I believe in reconciliation, equality and inclusion, and I feel that my experiences can help make impactful changes where needed.**

Attach resume or other document here (optional):

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **2/28/2023 7:38:13 AM**

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

## Application

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

## Contact Information

Name: **Joseph Wabegijig**

City: **Londond**

Province: **ON**

Postal Code: **N5X 0J3**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I have the flexibility in my schedule and experience reading briefings to prepare for decisions and discussions for meetings in advance.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I currently devote my time to support improving our community in various board and committees, this includes my experience in serving with the Wikwemikong Tribal Police Services Board, which is one of Ontarios largest and longest running First Nations Police Services, as a Board member where I have experience in recommending and drafting board policies, analyzing community policing data to support in evidence based decision and lobby and partner with Public Safety Canada, OPP and Ministry of the Solicitor General to advance the needs of community policing.**

**I also support the Ontario Clean Water Agency as an Advisor where I contribute my expertise in the field of Civil Engineering and Public Policy to advance the goals of OCWA in improving business relationships with Indigenous peoples while supporting solutions for sustainable clean water systems in communities.**

**I have additional experience as an elected Councillor in my home First Nations community of Wikwemikong, which provided me with skills and perspective to support the Police Service and other community departments and service providers to assist in improving both community and police service goals to ensure a safer community. Professionally, I served as a senior policy advisor on Housing and Infrastructure to the Federal Minister of Indigenous Services where I supported in the Minister in advancing the mandate which also included advising the Prime Ministers office on the First Nations water long-term advisories commitment.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**The detailed experience from my work on my home First Nations community Policing Board (Wikwemikong Tribal Police Service) which included the negotiating of multi-year funding tripartite agreements with the federal and provincial governments for improved policing services to meet the demands of to address drugs, crime and other calls for service. I have worked with elected councils to improve community engagement initiatives and align strategic plans and goals to improve community outcomes in mental health, addictions, crime and safety.**

**I am passionate Londoner that has contributed and worked in initiatives that supporting our cities and rural communities both provincially and nationally, and would like to**

**dedicate and share my knowledge and experience locally to improve the safety of such a great city.**

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

**In my previous role with the Federal Government in the Minister of Indigenous Services Office and current role with the Ontario Clean Water Agencies - First Nations Advisory Circle, and the Wikwemikong Tribal Police Service, I have contributed my expertise to improve relationships with the Indigenous and Non-Indigenous community. I'm humbled to have the lived experience of living both in a First nations community and in the beautiful City of London where I am confident I can contribute my local, regional and national expertise in improving relationships and strategies that work toward addressing socio-economic challenges in health, wellness, homelessness, housing, policing and the public policy to assist in driving the change required. I have always worked toward bridging relationships and expertise that improves the lives of the communities I work in, and I see an even greater opportunity to bring my knowledge and experience to the London Police Services Board to assist the City and its partners in revitalizing the City and ensuring a safe and health community for all.**

Attach resume or other document here (optional):.

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/20/2023 8:59:47 AM**

# JOSEPH WABEGIJIG

Ward 5, London ON

## CAREER PROFILE

An accomplished **Advisor to Federal Ministers, Senior Executive and Consultant** with a proven record for building and leading multi-stakeholder relationships in partnership with interdisciplinary government departments to support growth that matches Indigenous challenges and opportunities with innovative policy, technology and business models. Expertise includes: First Nations Police Board Member, Short and long-term **National, Regional and Local Infrastructure Strategies, Policy Research and development, Asset Management and Strategic Planning, Business Development, Business Process Reengineering, Partnership Development, Strategic Planning, Organizational Restructuring and Optimization, Political Strategy and Communications.**

Known within the Indigenous non-profit sector for identifying innovative models in which create economic opportunities that include indigenous concepts resulting in profitability through the delivery of exceptional service and prudent management of people, technology and processes. Proven ability to manage budgets in excess 2 million and advise on Multi-Million and Billion Federal Budgets across multiple Federal Departments; align project management strategy with corporate/organization/department strategies; set business and group goals; and lead Federal Department Mandates with large management teams to achieve goals and exceed organizational or government expectations.

## SIGNIFICANT ACCOMPLISHMENTS

- Negotiating Tri-partite Funding Police agreement with the Provincial and Federal Governments for the Wikwemikong Tribal Police Services Board.
- Advised the Office of the Minister of Indigenous Services Canada and the Prime Ministers Office with implementing the commitment to resolving all the long drinking water-advisories in First Nations communities across Canada.
- Policy Advisor to the first Minister of Indigenous Services Canada on Housing, Infrastructure, New Fiscal Relationship, Lands & Economic Development that drives positive change as mandated by the Prime Minister for department reform and devolution that supports the development of Indigenous Authority over quality-of-life service delivery.
- Supported the implementation of over 2 Billion in infrastructure investments nationally in Indigenous communities to achieve the commitments of the Government of Canada.
- National Technical Team member for the 2018 Assembly of First Nations Operations & Maintenance Technical Team for First Nations & Indigenous Services Canada Infrastructure reform.
- Leading the development of a First-of-kind Sustainable First Nations Water Strategy for Chippewa of the Thames First Nation that combines Indigenous cultural beliefs and western asset management and project management practices.
- Co-founder and Vice President of the Aboriginal Environmental Leadership Circle, a National non-profit association to support efforts and ideas that lead to sustainable environmental management solutions.
- Established multiple strategic business relationships for an International engineering firm to capture new markets and win strategic projects worth over \$500 Million in CAPEX.
- Supported strategic investments to achieve multiple industry recognized business awards
- Proven Leader in promoting Science Technology Engineering and Mathematics careers to Indigenous youth

- Guest Speaker & Presenter to University of Toronto - Troost Institute for Leadership In Engineering, University of Western Ontario Department of Environmental Engineering, and Queens University on Indigenous Infrastructure, Project Management, Consulting and Stakeholder engagement

## AREAS OF EXPERTISE

### **LEADERSHIP & INNOVATION**

- Executing and constructing the University of Ottawa's Centre for Indigenous Community Infrastructure for the Faculty of Engineering, while integrating the guiding principles of equity, diversity and inclusion, partnership, flexibility, and leadership in addition, incorporating the University's' Indigenous Action Plan to ensure all strategies and initiatives are adopted.
- Advising National and Local Leaders on innovative approaches to reforming federal policy that supports socio-economic and sustainable community Infrastructure and Housing
- Developed a 20-year infrastructure strategy that includes the development of residential, commercial and industrial development
- Advising Indigenous Leaders on development of sustainable community infrastructure, housing and economic development strategies and governance
- Advised Senior Executives and Global Managing Directors on engaging Indigenous communities and leaders to build positive economic relationships to support the advancement of Indigenous business through innovative marketing of company expertise and patented technologies
- Developing innovative Policy and Governance to create sustainable community development in First Nations communities
- Modernization of the Public Works department to improve productivity, services, quality and reduce cost
- Developing a First Nations Social Procurement model to increase community investment and profitability of the local economy

## RELEVANT EMPLOYMENT

### **Atlohsa Family Healing Services Executive Director**

November 2022-Present

- Leading the Administration of a non-profit charity that supports Indigenous mental health, addictions, homelessness, anti-human trafficking and family wellness services in the greater London area.
- Development of strategic partnerships to assist in meeting the needs of the Indigenous community for greater health and wellness program delivery.
- Providing expert evidence-based policy frameworks that aligns with strategic organizational priorities

### **Phoenix Smart Infrastructure Founder-CEO**

December 2019-Nov 2022

- Operating a management consulting services start-up that support indigenous communities to strengthen their role in developing infrastructure program development that achieves their sustainable development goals
- Providing advisory services for Indigenous Community Infrastructure, including indigenous community engagement, Project Portfolio management

- Strategic development of an International Indigenous Infrastructure Centre of Excellence
- Operation and management of a non-profit start-up that supports First Nations communities in BC to develop a Regional Housing and Infrastructure Delivery organization to replace the existing programs and services of Indigenous Services Canada in the region of B.C
- Providing detailed subject matter expertise to the staff and Board of Directors on program development and organizational planning in the areas of Infrastructure planning, procurement, project delivery, human resources, economic empowerment, policy innovation, communications, engagement, governance and all other interdisciplinary programs that support positive change for local community housing and infrastructure
- Advising the Board to establish key partnerships with organizations, provincial, federal departments, First Nations Governments and elected officials, regional First Nations political organizations to ensure organizational and project success
- Providing advisory services for Indigenous Community Infrastructure, including indigenous community engagement, Project Portfolio management

**University of Ottawa**

March 2021-2023

**Coordinator, Centre for Indigenous Community Infrastructure**

- Executing and constructing the University of Ottawa's Centre for Indigenous Community Infrastructure for the Faculty of Engineering, while integrating the guiding principles of equity, diversity and inclusion, partnership, flexibility, and leadership in addition, incorporating the University's' Indigenous Action Plan to ensure all strategies and initiatives are adopted
- Coordinating the Centre for Indigenous Community Infrastructure research relationship, projects, proposals in collaboration with Indigenous community partners
- Supporting the Faculty of Engineering's Recruitment team to plan recruitment events and activities to support short and long-term targeted recruitment strategies of Indigenous Students and new staff and faculty
- Developing partnership agreements with Indigenous communities that foster lasting research relationships for community infrastructure and economic development opportunities that also support the Truth and Reconciliation Commission report.

**Office of the Minister of Indigenous Services**

September 2018-December 2019

**Senior Policy Advisor to the Minister**

- Advised and supported the Minister and Prime Ministers Office, Chief of Staff, Director of Policy and department to outline and implement policy strategies that advance the Government of Canada's priorities through the Minister's mandate, including improving housing and Infrastructure outcomes and delivering investments to ensure First Nations on-reserve have access to clean water
- Briefed the Minister, Prime Minister's Office, MP's, the Parliamentary Secretary on progress of Indigenous housing, Infrastructure, inclusive of the long-term drinking water advisory commitment and led the resolution of 16 drinking water advisories
- Review and revised detailed policy documents including Memorandums to Cabinet and Treasury Board Submissions for the Minister and Ministerial staff
- Represented the Minister and consulted with First Nations leaders and other stakeholders regarding the development of sustainable initiatives that support their communities.

**PSD Consulting Research & Software  
Asset Management Consultant**

May 2018 – September 2018

- Consulting for Municipal Governments involving the development of Municipal Infrastructure Asset Management Policies and Infrastructure Asset Management Plans.
- Researching Public sector Government best practices in creating and maintaining sustainable infrastructure management systems.

<b>Chippewa of the Thames First Nation Director of Public Works</b>	2016 - 2018
<ul style="list-style-type: none"> <li>• Independently developed and implemented a community asset management program in collaboration with Western University, Guelph University and City of London</li> <li>• Developer of the Sustainable Community Development Model for the community that incorporates long-term planning of infrastructure in which is integrated and sustained through economic development</li> <li>• Short and long-term strategic planning of the Public Works department and community Infrastructure to implement the Comprehensive Community Plan and combining with economic development</li> <li>• Advising Executive Director on strategic organizational and process restructuring of First Nation Administration and advising on intergovernmental relations</li> </ul>	
<b>Hatch Ltd. Consultant – Construction, Project Delivery, Environment, Indigenous Projects</b>	2013 - 2016
<ul style="list-style-type: none"> <li>• Advised CEO and Global Managing Directors on Indigenous: talent acquisition, partnerships, marketing, stakeholder relations, procurement strategies, cultural awareness training to guide key business strategies and position the company and community partners for success in major projects</li> <li>• Developed new business and marketing strategy for leveraging existing intellectual property and services for the infrastructure, energy and mining sectors to ensure strong and lasting partnerships with Indigenous business</li> <li>• Represented Hatch at related sector conferences, public speaking engagements, panel discussions, national industry committees, client meetings and presentations</li> <li>• Fast tracked through multiple progressive roles within the company to accelerate new business markets and increase revenue</li> <li>• Supported the Proposal team in incorporating strategic added value services relevant to Indigenous communities that resulted in Mega project wins for large mining projects.</li> <li>• Developed strategic partnerships with 5 Indigenous communities and businesses that align with the company's values and business strategy across all sectors of business in key project locations</li> <li>• Created new business relationships in the mining and metals, energy and infrastructure sectors involving Indigenous clientele, industry leaders and government officials</li> <li>• Supported the development of an Indigenous minerals technical services business model to support and educate and build capacity for Indigenous involvement in the minerals sector.</li> </ul>	
<b>Wikwemikong Tribal Police Services Board Board Member</b>	2020-2023
<b>Ontario Clean Water Agency First Nations Advisory Circle</b>	2022-Present
<b>Real Property Institute of Canada Board Member</b>	2022-23
<b>Wikwemikong Chief and Council Elected Councillor</b>	2020-Present

## **EDUCATION & PROFESSIONAL AFFILIATIONS**

- **Bachelor of Engineering (B.Eng)** – Lakehead University 2012/2013 – 5.5 credits earned
- **Civil Engineering Technology Diploma** - Algonquin College 2012
- **Construction Engineering Technician Diploma** - Algonquin College 2011
- **Home and Building Automation Technician Diploma** – Fleming College 2005
- **Ontario Association of Certified Engineering Technicians & Technologists OACETT**  
Associate member 2016
- **Canadian Society for Civil Engineering** – Associate member 2013
- **Institute for Sustainable Infrastructure** – Envision Certificate – Candidate 2021

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

## Application

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

## Contact Information

Name: **Tom Whitworth**

City: **London**

Province: **ON**

Postal Code: **N5Z1C1**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Past President of the London Towing Association, London Central Lions Club**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**Business owner for past 23 years ,Lions club member**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**Towing Association President**

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

**Business owner for 23 years in the City of London,working closely with London City Police attending collisions helping with Reconstruction Team at fatal or serious accidents**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify:

Submitted on: **3/1/2023 7:04:33 AM**

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

### Application

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

### Contact Information

Name: **Pastor Winston Williams**

City: **Muncey**

Province: **ON**

Postal Code: **N0L 1Y0**

### Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**Retired Police Officer, Served 40 years with First Nation Policing and the Ontario Provincial Police am familiar with study and work ethics involving long hours of work, and reading committments. I have the room in my daily activies to study and read making myself familiar with topics to be discussed. Studied much with my profession and Police College Courses.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have been the Chief of Police on the Walpole Island FN from 1970 -1976, Oneida FN 1976-1981, Chippewa of the Thames FN, Munsee FN 1981-1988. and applied the above priniciples without knowing we were practicing these above areas with our hiring practices hiring officers from other First Nations. These communities have their own Police Committees.**

**Attended Ontario Police College on Several Courses, And was Liasion For Native Constables after my retirement. (PLEASE SEE ATTACHED DIPLOMAS. AND LETTERS OF APPLICATION AND RESUME)**

**In the onset I had the responsibility of compiling the Police Budget for the entire year involving wages, vehicles, boats, uniforms, stationary all expenses of the Police Service until the Province stepping in to administer this area. Later I was closely involved with ths Tri-Policing Agreements involving the Province of Ontario, Major Native Governments, and Federal GovernmentIncrease awareness and foster leadership commitment for equity, diversity and inclusion;**

**Share best practices and policies in relation to equity, diversity and inclusion;  
Identify and promote training and educational opportunities specific to equity and inclusion;**

**Identify current and emerging equity, diversity and inclusion trends impacting policing and their communities;**

**Support capacity building on inclusive leadership and ensure that all leaders can model inclusion and recognize opportunities to promote diversity by creating policies and processes that are free from all forms of discrimination including addressing topics such as implicit bias and the elimination of systemic barriers;**

**Develop a common understanding of concepts and definitions related to equity, diversity and inclusion.**

**I have been the Chief of Police on the Walpole Island FN, Oneida FN,Chippewa of the Thames FN, Munsee FN and applied the above priniciples without knowing we were practicing these above areas with our hiring practices hiring officers from other First Nations. .Involved with the Boy Scouts of Canada. Cub Scout Leader.**

**Coached Native Boys Minor Hockey, and Coached Native Girls Fastball teams.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**I have been the Chief of Police on the Walpole Island FN from 1970 -1976, Oneida FN 1976-1981, Chippewa of the Thames FN, Munsee FN 1981-1988, 1988-2000 Served with the Ontario Provincial Police, and after Retiring I was recalled to duty to mentor Constables from Treaty 3 and Treaty 9 from Northern Ontario for 7 Years. These communities have their own Police Committees. I sat as a member. In the onset I had the responsibility of compiling the Police Budget for the entire year involving wages, vehicles, boats, uniforms, stationary all expenses of the Police Service until the Province stepping in to administer this area. Later I was closely involved with the Tri-Policing Agreements involving the Province of Ontario, Major Native Governments, and Federal Government. I assisted the Members with valued information.**

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

**See Question 3 of this Application.1.I would be Dedicated and Committed Being a Commission member requires a high level of dedication and commitment to responsibilities that extends beyond attending Commission meetings regularly. Effective Commission members bring a lot to the table and maintain and unwavering interest to the achieve the goals of the organization.**

**2. Able to lead and influence others**

**An excellent member of the Commission has the ability to lead and influence others to pursue the goals of the organization. He or she has the spirit and drive to set direction in order to fulfill the institution's business goals.**

**3. Straightforward and impartial**

**An effective Commission member brings candor to Commission meetings. He is able to engage other Commission members in discussions and debates without being arrogant or disrespectful. He is objective and impartial and has the ability to the effectively drive a point across without making things personal. A good member of the Commission will not hesitate to ask the hard questions for the constituents that the Commission serves**

**4. Knowledgeable and an insatiable learner**

**A member of the Commission should be knowledgeable about the organization and its culture, operations, mission, and vision, the roles and responsibilities of the Commission as well as the principles of good governance. Aside from that, he or she has an insatiable desire to learn and seek personal and professional development.**

**5. Values discretion and confidentiality**

**Trustworthiness is an essential trait of a board member. Commission discussions and meetings are confidential and each member should be able to manifest discretion at all times. He or she should always support the decision of the Commission when speaking in behalf of the organization.**

Attach resume or other document here (optional).:

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **2/15/2023 10:53:03 AM**

# Winston E WILLIAMS

**Address**

Route #1 Muncey ON  
NOL1Y0

**Phone**

**E-mail**

**Objective**

To obtain the position of that as an instructor in the area of Federal and Provincial laws, and procedure.

And

The possibility of assisting in Recruiting of students for the upcoming class of 2011.

**Employment Areas**

Instructor, areas to be discussed. If interview is granted.

**Diplomas**

OPC Recruit Training 3 November 1972

OPC Supervision 18 May 1973

OPC Criminal Investigation 7 April 1978

Corporal to Sergeant Management Training Course 27 November 1981

OPP Techniques of Instruction 12 November 1984

OPP Administration Course 11 December 1985

OPP VIP Course 26 November 1992

OPP Teacher Training in Prevention 13 January 1993

OPP Community Service Officer Course September 6 1994

OPC Advanced Patrol Training Course 25 November 1994

NAPS DNA Sample Taking 7 May 2009

NAPS Media Relations Course 7 October 2009

Appendix "A" for copies of Diplomas.

**Letters**

**Accommodation**

Appendix "B"

First Nation Constables.

**December 2003–March 2010** Nishnawbe Aski Police Service, Moose Factory ON  
 Position: Acting Sergeant, Day to day officer activities, also in charge of  
 Fort Albany and Peawanuk Detachments.

**References**

- (1) Inspector James Etherington, Nishnawbe Aski Police Service
- (2) Sergeant Dave Nakogee, Nishnawbe Aski Police Service

**Other Information**

Appendix "C" News paper articles regarding issues pursued in Native Policing.

**Professional memberships**

Lifetime Member of the Ontario Provincial Police Association

**Accreditations and licenses**

- (1) Ordained Minister with Independent Assemblies of God
  - Pastor Bethel Full Gospel Ministries Morviantown.
  - Licensed to conduct Marriages
- (2) St John Ambulance
  - Standard First Aid w CPR Level C till 09 June 2012
- (3) Ontario Divers License. Good Standing.

**Hobbies**

- (1) Cooking Gourmet meals, occasional pasty delights.
- (2) Gardener taking care of garden and lawn.
- (3) Fishing and boating.
- (4) Woodworking, and restoring furniture

**Interests and activities**

- (1) Still enjoy swimming St Clair River, grew up on this river.
- (2) Encouraging young people to pursue their dreams
- (3) Attending singing concerts
- (4) Attending Major League Ball Games, NHL Hockey.

**Security clearance**

-Can obtain CPIC if required



610-10-10

Ontario  
Provincial  
Police

Ministry of the  
Solicitor  
General

Telephone: 681-0851  
No. 2 District Headquarters  
P.O. Box 3143  
London, Ontario N6A 4J4

November 23, 1978

Special Constable W. Williams  
Oneida Police Force  
R.R.#2  
Southwold, Ontario  
N0L 2G0

Dear Constable Williams:

I am advised that you recently provided  
valuable assistance to Provincial Constable  
L.J. WELLS in the arrest

Your assistance in this case is greatly  
appreciated.

Yours very truly,

  
H.E. SPARLING  
SUPERINTENDENT

HES/gr

c.c. Chief Harry Doxtator  
Oneida

Detachment Commander  
London

610 10 10

681-0300

No. 2 District Headquarters  
P.O. Box 3143  
London, Ontario N6A 4J4

March 7, 1977

The Chief of Police  
London Police Department  
P.O. Box 3415  
London, Ontario  
N6A 4K9

Attention: Superintendent H.E. McBRIDE

Dear Sir:      Re:    Constable Winston WILLIAMS  
                              Oneida Police Force  
                              Your File - 113039

Thank you very much for your letter of March 3, 1977 commending Special Constable WILLIAMS for his attention to duty on January 31, 1977 in the City of London.

We are very pleased to learn of Special Constable WILLIAMS initiative, and also on his excellent co-operation exhibited by Constable WILLIAMS which resulted in the arrest of two violent offenders.

You may be assured that Special Constable WILLIAMS will be made aware of your kind remarks.

Yours very truly,

  
H.E. SPURLING  
SUPERINTENDENT

HES/gr





291  
252-14

Office of the  
Commissioner

Ontario  
Provincial  
Police

Ministry of the  
Solicitor  
General

416/965-4401

90 Harbour Street  
Toronto, Ontario  
M7A 2S1

September 6, 1978.

Special Constable W. Williams,  
Oneida Indian Reserve,  
R.R. #2,  
Southwold, Ontario.  
N0L 2G0

Dear Constable Williams:

Your achievements with the Oneida Boys' Club  
have recently been brought to my attention.

Community spirited work such as this goes a  
long way in making the job of a policeman  
much easier when dealing with the youth in  
our Province. You are to be commended for  
your efforts in this area.

I wish you and Constable Doxtator continued  
success in this endeavour.

Yours truly,

  
H.H. Graham,  
Commissioner.

/jb

c.c. Chief H. Doxtator,  
Oneida Reserve.  
  
The Superintendent,  
No. 2 DHQ.



LONDON, SOUTH SECONDARY SCHOOL  
371 TEGUMSEH AVENUE  
LONDON, CANADA  
N6C 1T4



To

P.C. Winston Williams

OPP London Detachment

Exeter Road

London, Ontario

B or  
3143

14/6/1978  
South Secondary  
385 Tecumseh  
London, Ont.

MR WINSTON WILLIAMS

We would like to take this opportunity to extend our appreciation of the time and help you gave in assisting us with our presentation. The information you provided, along with your personal views, certainly dispelled many mistaken impressions that we had. Though we didn't have the time to meet with the other people you had suggested we really appreciated your efforts in trying to arrange appointments for us. Our seminar benefited greatly from your input and we would, once again, thank you for your help.

YOURS SINCERELY

*Eileen Wood.  
Jean Herbert*

# Winston E WILLIAMS

**Address**

Route #1 Muncey ON  
N0L1Y0

**Phone**

**E-mail**

**Objective**

To obtain a position as a member on the LDCC Regional Police Service Board  
And  
Assist in the development of a Regional Police Service.

**Employment Areas**

Recently retired after serving as a Police Officer for forty years.  
  
Mentor of First Nation Recruit Constables Ontario Provincial Police Academy  
First Nation Policing.  
  
Mentor of Native First Nation Senior and Recruit Constables Ontario Police  
College 2002 to 2003

**Diplomas**

OPC Recruit Training **3 November 1972**  
OPC Supervision **18 May 1973**  
OPC Criminal Investigation **7 April 1978**  
Corporal to Sergeant Management Training Course **27 November 1981**  
OPP Techniques of Instruction **12 November 1984**  
OPP Administration Course **11 December 1985**  
OPP VIP Course **26 November 1992**  
OPP Teacher Training in Prevention **13 January 1993**  
OPP Community Service Officer Course **September 6 1994**  
OPC Advanced Patrol Training Course **25 November 1994**  
NAPS DNA Sample Taking **7 May 2009**  
NAPS Media Relations Course **7 October 2009**

**Letters  
Accommodation**

Appendix "B"

**Work experience**

**September 1962-July 1964** Versa Food Service Windsor ON

-Assumption College now University of Windsor  
 -Assumption High School Windsor  
 -Maryville Girls School Windsor  
 -Norton Palmer Hotel Windsor  
 -also took Chef Apprenticeship at Provincial Ins  
 of Trades Toronto while working for fore mentioned company  
 - Excellent teachers and Chefs one at University made menus for the Army during  
 2<sup>nd</sup> World War. One Chef cooked for Queen Elizabeth when she came to Canada,  
 My first Cooking Manager became the President of the Canadian Restaurant  
 Association. One Chef I worked with now owns Waggs' Steak House in Sarnia.

**July 1964-65** Drawbridge Inn Sarnia, Sarnia ON

Chef duties and entered Gourmet Show in Windsor fortunate to take first prize in  
 my entry category.

**July 1965-September 1966** Chef Polymer Corp Sarnia ON

-cafeteria style cooking with some pastry preparation.

**October 1966 to October 1970** worked at the following jobs:

- Muller Brass Company Port Huron Michigan Brass Shop  
 -Beard and Campbell Port Huron Michigan Stock Person and Shipping.  
 -C D Wolfe Nursery, Wadham Michigan, Landscaping exclusive properties.  
 - Salt Mines, Detroit Michigan, loading of salt unto trucks.  
 -C D Wolfe Nursery, Wadham Michigan, as fore mentioned  
 -Sarnia Nurseries, Sarnia ON, Landscaping large and small properties.

**October 1970-September 1976** Walpole Island First Nation, Walpole Island ON

Position: Supervisor

Operation of Police Service along with General Police Duties.

**September 1976-July 1982** Oneida First Nation, Oneida ON

Position: Supervisor

Operation of Police Service along with General Police Duties.

**July 1982-July 1988** Chippewa Munsee First Nations, Chippewa Munsee ON

Position: Supervisor

Operation of Police Service along with General Police Duties.

**July 1988-December 2000** Ontario Provincial Police, St Thomas Det

Position: Police Constable

Duties: General Police Duties, Community Service Officer, Western Region Traffic  
 Unit.

**September 2001-November 2003** Chef Goose Lake Hunting Club

Exclusive Members from: Grosse Point, Michigan who brought in special clients.

**November 2002-November 2003** Ontario Police College Aylmer ON  
 Position: First Nation Liaison Officer, Academic, Physical Mentor to  
 First Nation Constables.

**December 2003-March 2010** Nishnawbe Aski Police Service, Moose Factory ON  
 Position: Acting Sergeant, Day to day officer activities, also in charge of  
 Fort Albany and Peawanuk Detachments.

**References**

- (1) Inspector James Etherington, Nishnawbe Aski Police Service
- (2) Sergeant Dave Nakogee, Nishnawbe Aski Police Service

**Other Information**

Appendix "C" News paper articles regarding issues pursued in Native Policing.

**Professional memberships**

Lifetime Member of the Ontario Provincial Police Association

**Accreditations and licenses**

- (1) St John Ambulance  
 -Standard First Aid w CPR Level C till 09 June 2012
- (2) Ontario Divers License. Good Standing.

**Hobbies**

- (1) Cooking Gourmet meals, occasional pasty delights.
- (2) Gardener taking care of garden and lawn.
- (3) Fishing and boating.
- (4) Woodworking, and restoring furniture

**Interests and activities**

- (1) Still enjoy swimming St Clair River, grew up on this river.
- (2) Encouraging young people to pursue their dreams
- (3) Attending singing concerts
- (4) Attending Major League Ball Games, NHL Hockey.

**Security clearance**

CPIC enclosed

February 5, 2011

Dear Rita Chiblow:

I am interested in working as an instructor for your College. I am a retired police officer with 40 years of experience to offer you. I enclose my resume as a first step in exploring the possibilities of employment with your college.

My most recent experience was that of acting sergeant with the Nishnaw-be Aski Police Service. I was responsible for the day to day operation of the Moose Factory, Fort Albany, and Peawanuk Dets. It was my duty to report to the Inspector of the North East Region stationed out of Cochrane District Headquarters.

As an Instructor with your College, I would bring a focus on quality and professionalism to your system development. Furthermore, I work well with others, and I am experienced in Para-military management.

I would appreciate your keeping this inquiry confidential. I will call you in a few days to arrange an interview at a convenient time for you. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Winston Williams", written over a horizontal line.

Winston E WILLIAMS,

### ***First Nations Policing Duties:***

- Officer in charge at Walpole Island, Oneida Settlement, Chippewa-Munsee First Nations.
- Duty on Walpole Island prior to Tri-Party Agreement was to submit a yearly budget which included salaries, benefits, vehicle purchase, and maintenance, office expenses, uniforms, boat expenses, gasoline etc. to the Walpole Island Band Council.
- Duties after the agreement were that of setting up the filing system, and office negotiating funding for office space.
- Sat on hiring committees, for hiring of officers, and secretaries
- Drafting of working schedules.
- General police duties, including criminal matters, suicides, murders, fatal MVA's, enforcement of Federal and Provincial Statues, Reserve by-laws, Indian Reserves Traffic Regulations.
- Seconded to London OPP join with London City Police Re: McCart Murder investigation.

### ***Ontario Provincial Police Duties:***

- Served at St. Thomas Detachment, Dutton Detachment, and London District Southwest Traffic Unit.
- General Police duties, including Criminal matters, traffic enforcement, other Provincial, and Federal Statues.
- Seconded to London Detachment Re: Murder of male Native, join with London City Police.
- Seconded to Chippewa First Nation, and Munsee First Nation Re: Man power shortage.
- Seconded to Oneida First Nation attempt Murder of First Nation Reserve officer.
- Seconded to Walpole Island First Nation, unsolved Fatal Motor Accident hit and run pedestrian.
- Community Service Officer for Elgin County, Speaking to press, presentations to service groups, and schools.
- Member Western Traffic Unit, Patrol area 401 Hwy investigation traffic accidents also fatal MVA's, recovery of stolen goods, seizure of drugs.

**Letter of Resignation**

Senior Constable Winston E WILLIAMS #1251

Moose Factory, Ontario, P0L1W0

30 June 2009

Robin JONES  
Deputy Chief  
Nishnawbe-Aski Police Service  
309 Court St. S.  
Thunder Bay, On

Deputy Chief Robin JONES:

Please accept this letter as formal notification that I am leaving my position with Nishnawbe-Aski Police Service on May 31, 2010.

Thank you for the opportunities you have provided me during my time with the service. If I can be of any assistance during this transition, please let me know.

Respectfully,

A handwritten signature in black ink that reads "SEN / CONST Winston Williams". The signature is written in a cursive style with a horizontal line underlining the name "Williams".

Senior Constable Winston E WILLIAMS



# Walpole Island Council

R. R. No. 3, WALLACEBURG, ONTARIO  
N8A 4K9  
PHONE (519) 627-1481



September 17, 1976.....  
471/18-1

Constable Winston E. Williams  
Walpole Island Police Department  
R. R. #3  
Wallaceburg, Ontario  
N8A 4K9

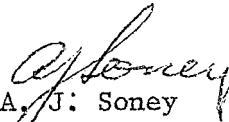
Dear Winston:

At the Regular Band Council Meeting held August 23, 1976 your resignation from the Walpole Island Police Department to be effective September 23, 1976 was accepted.

At the same meeting and by motion of Band Council, "Administration to send a letter of thanks to Winston E. Williams for his services in our Community."

Kindly accept this letter as official "letter of thanks" as expressed by the Band Council and we wish you every success in your new venture.

Yours truly,

  
A. J. Soney  
Band Administrator  
WALPOLE ISLAND COUNCIL

AJS/gs



*CERTIFICATE OF ATTENDANCE*

*AWARDED TO*

*SR. CST. WINSTON WILLIAMS*

*FOR COMPLETING THE MEDIA COURSE  
OCTOBER 7 & 8, 2009*

*SGT. PIERRE CHAMBERLAND  
CORPORATE COMMUNICATIONS  
BUREAU*



Ontario Provincial Police  
Forensic Identification  
South Porcupine Unit



confirms that

***Senior Constable Winston Williams***

HAS SUCCESSFULLY COMPLETED INSTRUCTION IN THE TAKING  
OF DNA SAMPLES FOR THE PURPOSES OF THE  
NATIONAL DNA DATA BANK

May 7<sup>th</sup>, 2009  
Moose Factory, Ontario

A handwritten signature in black ink, appearing to read "Tom Gant".

Instructor  
Constable Thomas Gant

A handwritten signature in black ink, appearing to read "Schone Tarrant".

Instructor  
Constable Schone Tarrant

# ONTARIO POLICE COLLEGE



*The Ontario Police College with  
approval of the Solicitor General  
and Minister of Correctional Services  
Province of Ontario,  
has conferred upon*

**WINSTON E. WILLIAMS**

*The Ontario Police Training System Certificate  
Attesting to Successful Completion of the*

**ADVANCED PATROL TRAINING COURSE**

**November 25, 1994**

*Noreen O'Leary*

Director-Ontario Police College



# Ontario Provincial Police

*This Is To Certify That*

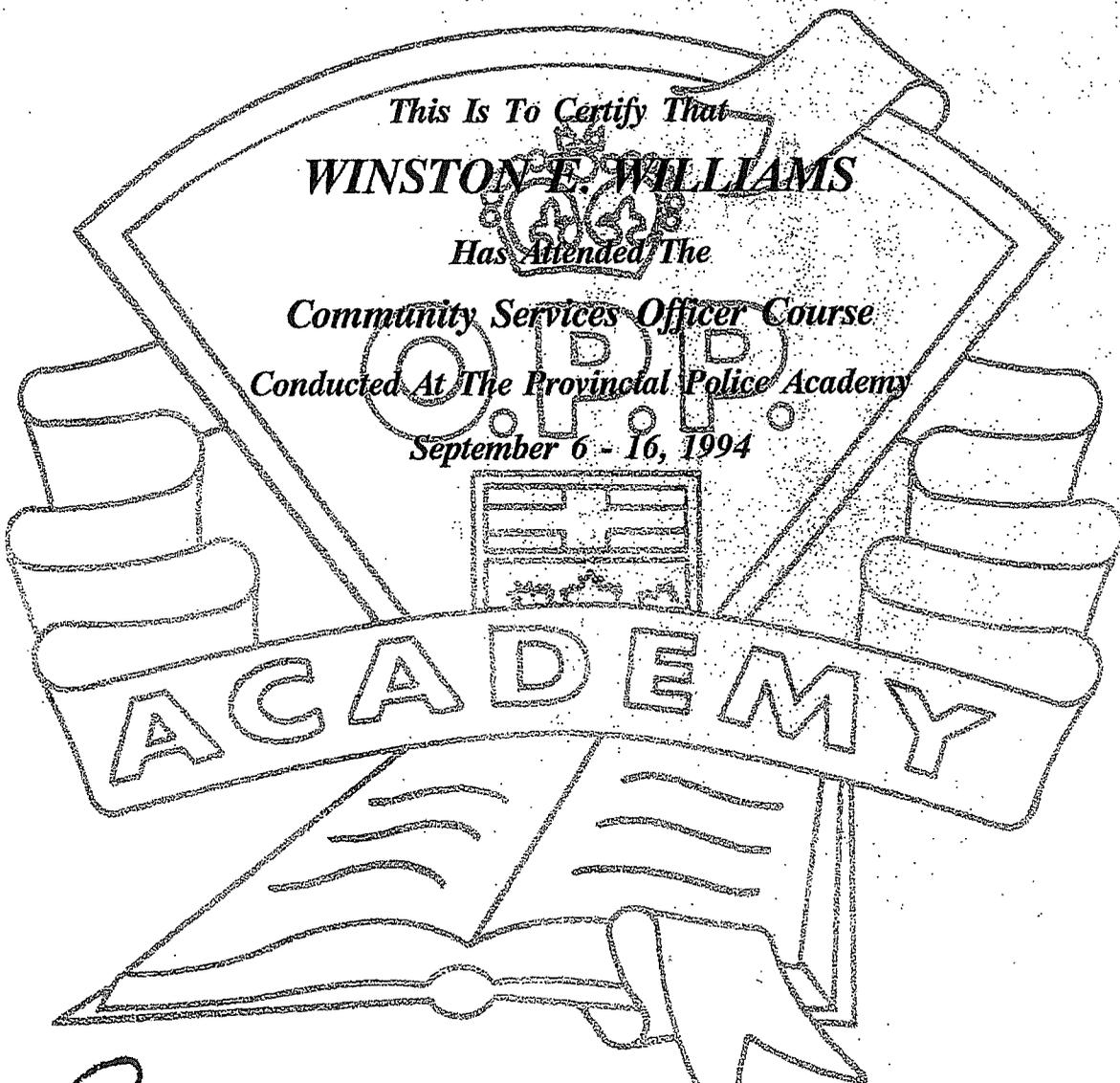
**WINSTON E. WILLIAMS**

*Has Attended The*

*Community Services Officer Course*

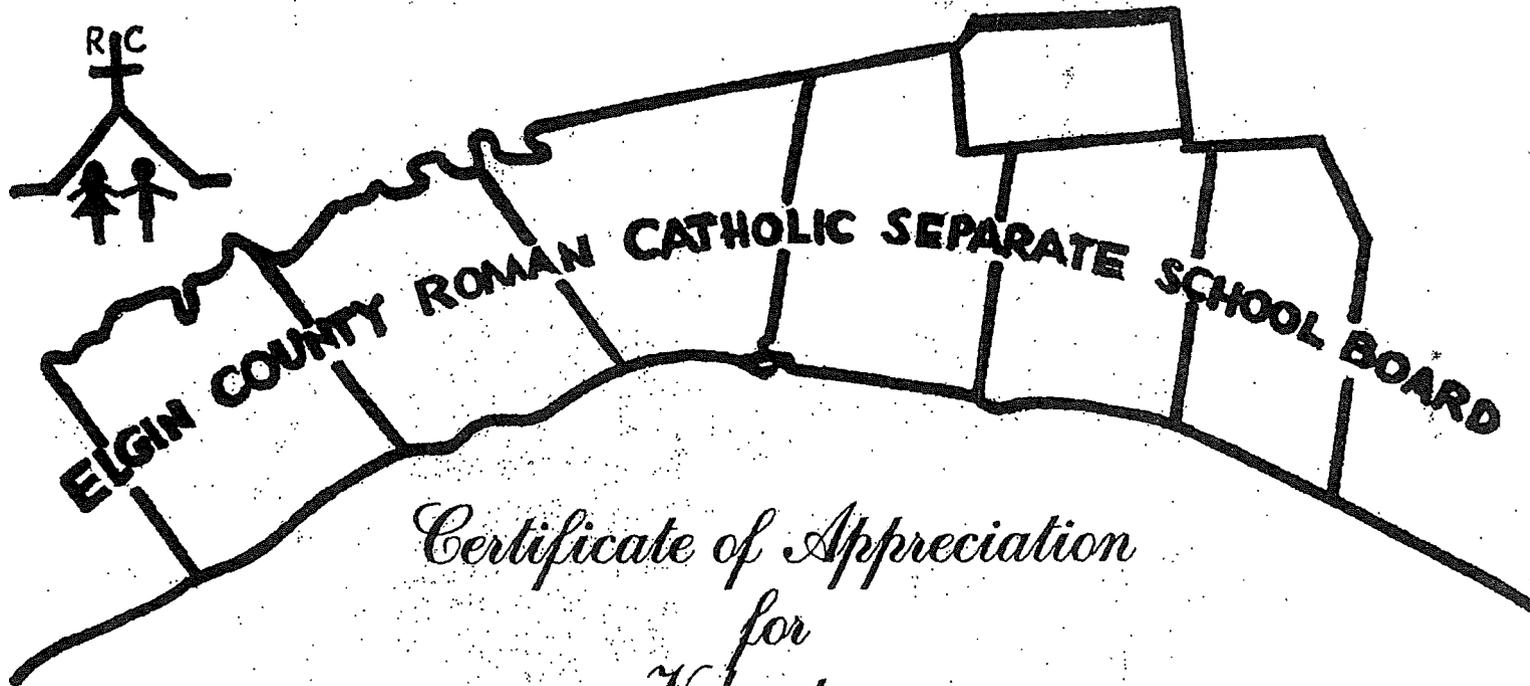
*Conducted At The Provincial Police Academy*

*September 6 - 16, 1994*



Director of Training

Registrar



*Certificate of Appreciation  
for  
Volunteers*

*Winston Williams*

---

*Lord make me an instrument of your peace.  
For it is in giving that we receive.*

from Prayer of St. Francis

Chairperson *Jennifer A. Paul-O'Donnell*

Director of Education *Keneth Corche*

Date *June 21, 1993*

# Certificate of Completion

This is to certify that

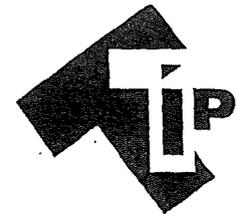
WINSTON WILLIAMS

has completed the Addiction Research Foundation's  
**TEACHER TRAINING IN PREVENTION** Workshop.

Dated this 13th day of January, 1993.

Trainer

Lynn Prentice  
Lise Lamy





The Middlesex County  
Board of Education

*This is to certify that*

*Constable Winston Williams*

*has successfully experienced the*

*Values, Influences & Peers*

*Teacher Training Program*

*V. I. P.*

*November 26 & 27*

*1992*

**"Today's child, tomorrow's future"**

# TANDEL CONFERENCES

*Certificate awarded to*

*W. Williams*

*in recognition of successful completion of*

**Performance Improvement**

*a concentrated program for today's Professional Manager.*

*11 December 1985*

DATE

*L. Leduc*

LUCIEN LEDUC, PH. D.  
COURSE DIRECTOR

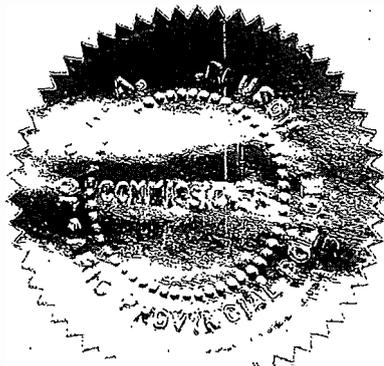


# Ontario Provincial Police

*This [redacted] Certify that  
[redacted]  
has completed the*

## PROVINCIAL POLICE ADMINISTRATION COURSE

*In witness whereof we have hereunder  
subscribed our names and affixed the  
Seal of the Commissioner  
02 - 13 December, 1985*



*[Signature]*  
\_\_\_\_\_  
commissioner

*[Signature]*  
\_\_\_\_\_  
director,  
provincial police academy



# Ontario Provincial Police

Know ye that

W. WILLIAMS

Has successfully completed a Techniques of Instruction  
Course at the Provincial Police Academy  
November 12 through November 23

1984



*W. B. Rajvic*  
Director of Training

*[Signature]*  
Chief Superintendent  
Personnel Management Division



# Ontario Provincial Police

Know ye that

W. E. Williams

Has completed a Corporal/Sergeant Management  
Training Course

at the  
OPP Training Branch

November 9 through November 27



*[Signature]*  
Director of Training

*[Signature]*  
Commissioner



# Ontario Police College Diploma

This is to certify that

Winston E. Williams

has successfully completed a Course of Training in

*Criminal Investigation*

Date April 7, 1978

Director  
Ontario Police College

Chairman  
Ontario Police Commission



# Ontario Police College Diploma

This is to certify that

Winston Eugene Williams

has completed a Course in

*Supervision*

Date May 18, 1973

J. L. McNeill  
Director  
Ontario Police College

Elmer D. Bell  
Chairman  
Ontario Police Commission



ONTARIO

# Ontario Police College Diploma

This is to certify that

Winston Eugene Williams

has successfully completed the Course in

*Recruit Training*

Date November 3, 1972

*Joe L. Merrill*  
Director  
Ontario Police College

*P. D. McKeigan*  
Chairman  
Ontario Police Commission



CRISIS LINE (705) 336-2456  
 CO-ORDINATOR (705) 336-2726  
 SCHOOL COUNSELLOR (705) 336-3877  
 OUTREACH COUNSELLOR (705) 336-2142

P.O. BOX 339, MOOSENEE, ONTARIO P0L 1Y0  
 PHONE (705) 336-2456 FAX (705) 336-1202

Sargent Winston Williams  
 NISHNAWBE-ASKE POLICE SERVICE  
 Division "A"  
 Moose  
 Factory Band  
 Fax: 705 658-4945

March 15, 2004

**RE: Thank you**

Dear Sargent Winston Williams:

Thank you for your presentation on February 25, 2004 for the benefit of CAS/VAW collaboration. Your attendance and information on Domestic Violence was greatly appreciated.

Thank you again for your Time and Consideration.

*Marguerite Thibaudeau*  
 Marguerite Thibaudeau  
 Community Outreach Counsellor

**BREAK FREE FROM ABUSE**

**Ministry of the  
Attorney General**

Crown  
Attorney

County of  
Middlesex

80 Dundas Street  
P.O. Box 5600  
London ON N6A 2P3

Tel.: (519) 660-3003  
Fax: (519) 660-3087

**Ministère du  
Procureur général**

Procureur de  
la Couronne

Comté de  
Middlesex

80, rue Dundas  
C.P. 5600  
London ON N6A 2P3

Tél.: (519) 660-3003  
Télééc.: (519) 660-3087



February 4, 1996

Detective Inspector Ross Bingley  
Criminal Investigation Branch  
Ontario Provincial Police  
985 Adelaide Street South  
London Ontario  
N6E 1V3

Dear Mr. Bingley

I want to thank you for your assistance with respect to the prosecution

Your efforts, and those of everyone involved, have enabled this matter to be resolved in a fair and sensitive way.

I especially want to recognize the efforts of the various police officers with which I have had the good fortune to work: Jim Dyke, Winston Williams, Bill Bouw, Pattie Dobbin.

Each officer has contributed more to this case than was required; their individual and collective concerns for this case were evident throughout. That concern was especially important when dealing with the family of the victim, and demonstrated the care with which this matter was handled by all.

My sincere appreciation to all involved. May I prevail upon you to pass on my comments to them? I look forward to the opportunity to work with you again!

Yours truly

Peter Rollings  
Assistant Crown Attorney

Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario

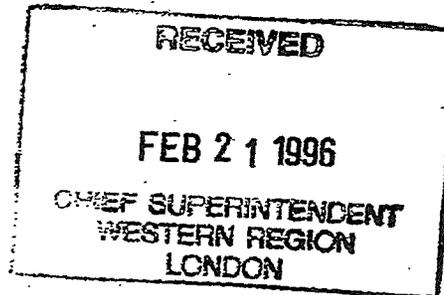


Ontario Provincial Police  
CIB - Major Cases  
177 Memorial Avenue  
Orillia, Ontario, L3V 7V3  
Tel: (705) 329-6330  
Fax: (705) 329-6333

File: 955-10-115-95

February 15, 1996

REGIONAL COMMANDER  
WESTERN REGION

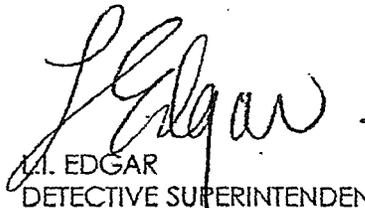


**RE: COMMENDATION LETTER**

The attached letter of commendation identifies four members under your command who performed their duties in an exemplary manner.

Please ensure that the members are made aware of the contents of the commendation letter and secondly that a copy of the letter be placed on each of their individual staff personnel files.

Members of this Section appreciate and acknowledge the professional attributes continually demonstrated by your criminal investigators.

  
M. EDGAR  
DETECTIVE SUPERINTENDENT  
OFFICER-IN-CHARGE  
CRIMINAL INVESTIGATION BUREAU  
MAJOR CASES

Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario



Western Region Headquarters  
150 Dufferin Avenue, Suite 806  
London, Ontario N6A 5N6

Tel (519) 661-6690  
Fax (519) 661-6693

291  
commendation

February 21, 1996

**MEMORANDUM TO:**

**The Detachment Commander,  
Ontario Provincial Police,  
Box 22045 St. Thomas,  
Ontario N5R 6A1**

**Attention: Provincial Constable W.E. WILLIAMS, #7437**

**Re: Letter of Commendation**

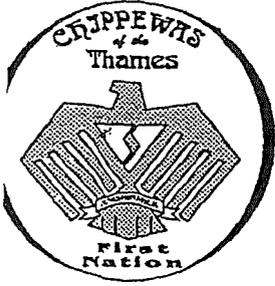
Enclosed you will find two letters commending your activities during a recent Criminal investigation. Particular reference is made to the care and concern which you demonstrated when dealing with the family of the victim.

I wish to add my words of appreciation to you for a job well done. A copy of this correspondence will be placed on your personal file.

A handwritten signature in cursive script, appearing to read "C.J.A. Coles".

**C.J.A. COLES, Chief Superintendent  
Regional Commander, Western Region**

RMB/W.Reg



RR #1 Muncey, Ontario N0L 1Y0

Tel: (519) 289-5555 FAX: (519) 289-2230

July 7, 1995

A/Inspector G. Martin  
District #2  
Ontario Provincial Police  
London, Ontario

I am writing this note on behalf of the Council of the Chippewas of the Thames First Nation. As you are aware, First Nation Constable leave. That leaves us with only Constable Shawn Macardle on active duty. This will leave us quite short staffed. Our third officer is currently attending Police College in Alymer, with graduation later this summer. We would like to request a secondment to assist us over the next few months.

The individual we would like to see placed with the Chippewa Police Service, is constable Winston Williams, currently working with St. Thomas OPP.

Sincerely,

Kelly Riley,  
Chair, Chippewa Police Commission



Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario

Ministry of  
the Solicitor  
General

Ministère du  
Solliciteur  
général

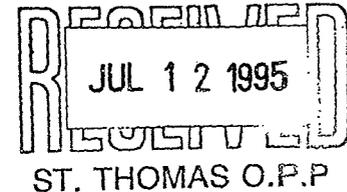
823 Exeter Road  
London, Ontario  
N6E 1W1

Telephone 681-0851

616 14

July 7, 1995

Chief Superintendent C.J.A. COLES  
Ontario Provincial Police  
150 Dufferin Ave., Suite 201,  
London, Ontario  
N6A 5N6



**Re: Secondment - O.P.P. Constable to First Nations Territory**

On July 7, 1995, Mr. Kelly RILEY, Chairman of the police commission for Chippewa of the Thames First Nation, and acting on behalf of the Council, requested that an O.P.P. officer be assigned to assist with policing on his territory. Long term illness of one member and recruit training of a second member leaves only one constable available for duty at this time.

Agreement was reached that Provincial Constable Winston WILLIAMS of St. Thomas Detachment be assigned. Start date as soon as can be arranged and duration is to be reviewed as circumstances change, not likely to exceed a few months.

Provincial Constable WILLIAMS will utilize a cruiser from the Dutton Detachment during this secondment. At present, only one car is available for police use at this location. Administratively, P.C. WILLIAMS will continue to report to the St Thomas Detachment. London D.H.Q. should be a party to any agreement to alter this arrangement.

G.J.MARTIN  
A/INSPECTOR  
NO.2 D.H.Q.

- cc. - Mr. Kelly RILEY, Chair, Chippewa Police Commission, RR 1 Muncey,  
Ontario, N0L 1Y0  
- Detachment Commanders, Dutton and St Thomas Detachments -  
attn P.C. WILLIAMS

HEAD OFFICE:  
ONYOTÁ A:KA  
R. R. 2, SOUTHWOLD, ONTARIO  
NOL 2G0  
PHONE NUMBER:  
(519) 652-3251



466 HAMILTON ROAD  
LONDON, ONTARIO  
N5Z 1R9

PHONE NO. (519) 434-2761  
FAX NO. (519) 679-1653



Detachment Commander, O.P.P.  
ST. THOMAS DETACHMENT

Please ensure that Prov. Const. WILLIAMS  
is made aware of the contents of this  
letter and that a copy is placed on his  
Staff Personal file.

August 31, 1992

  
D.A. ORMSBY  
SUPERINTENDENT

ln/LONDON/ 08 Sep 92

Mr. Ormsby  
Superintendent  
O.P.P. London

Dear Mr. Ormsby

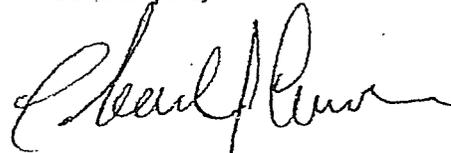
I would like to express our organizational thanks for your co-operation and your staff during the Gathering of Nations event in Walpole Island 13, 14 & 15, 1992 of August.

Your assignment of Winston Williams to assist and be part of the security team assembled was appreciated. Unfortunately there were some charges laid and a few domestic. Other than that, peace keeping prevailed.

We had a successful gathering and managed to bring a message to governments generally, without anyone over reacting.

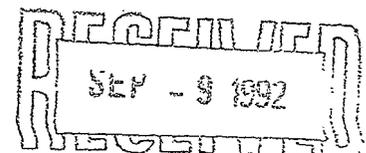
Winston Williams did a professional job as expected and represented the O.P.P. first class. The co-operation and understanding has not gone unnoticed.

Thank you,



Charles Cornelius  
Tripartite Director  
Association of Iroquois  
and Allied Indians

cc. Member Nation Chiefs



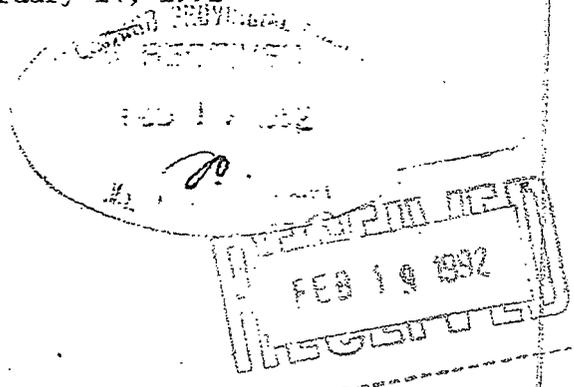
182-40



96 MOORE STREET, ST. THOMAS, ONTARIO N5R 5B6

PHONE (519) 680-1611 or (519) 637-1357

February 14, 1992



Superintendent Ormsley  
London Police Force  
823 Exeter Road.  
London, Ont.  
N6E 1W1

Dear Sir:

In reply to our telephone conversation on Friday, February 14, 1992, I am writing to you to request Constable Winston Williams to come to our school, Mount Elgin in St. Thomas to do a bus safety program for students from Grades 1 - 8.

Due to the fact that our school was destroyed in October 1990, our students are transported to Alma College and some of our students are on the bus for over one hour. This means that some of our students are having some difficulties and we would appreciate it if Constable Williams could come to the school.

Since Constable Williams is from the Chippewa of the Thames First Nation, I believe his presentation would make more of an impact as he is a respected member of our community.

Thank you for your cooperation in this matter.

Yours truly,

Miss J. Miskokomon  
Principal

JM/cmm

Detachment Commander, O.P.P.  
ST. THOMAS

Ms. MISKOKOMON requests Prov. Const. WILLIAMS do a lecture to her students re bus safety. They are having some problems as the students now ride the bus for 1½ hours each way. Please have Prov. Const. WILLIAMS contact the principal direct.

# A. B. Lucas Secondary School

656 TENNENT AVENUE, LONDON, ONTARIO N5X 1L8

TELEPHONE: 433-4091

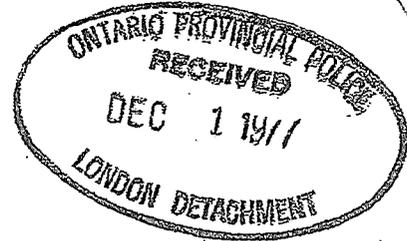
TERRY R. ROBERTS, B.A., M.Ed.  
Principal



ROY L. YATES, B.Sc.  
Vice-Principal

A. C. FARMER, B.A., M.Ed.  
Principal Emeritus

1977 11 21



Supt. H. Sparling,  
Number 2 District Headquarters,  
Exeter Road,  
LONDON, Ontario.

Dear Sir:

I would like you to know how grateful I am to Constable Winston Williams for coming to A. B. Lucas Secondary School to speak to our grade ten History students regarding Indians and the Law. I know that Constable Williams has never spoken to student groups before and it is not an easy task to stand in front of fifty students at a time. However, I have received many favourable comments regarding Constable Williams' visit from my students and fellow staff members.

Since speaking to such groups is not one of Constable Williams' duties, I feel that he should be commended for giving of his own time to visit with us.

Sincerely,

Joan Kennedy,  
History Department,  
A. B. Lucas S. S.

JK/ti



# CHIPPEWAS OF THE THAMES FIRST NATION

R.R.#1 MUNCEY, ONTARIO • NOL 1Y0 • TEL: (519) 289-5555 • FAX: (519) 289-2230

To Whom It May Concern

I have been asked to provide a letter of recommendation for Winston Williams. I have no difficulty in recommending Mr. Williams for a position in policing or in a position related to policing.

During his period of time with Chippewa of the Thames, Mr. Williams was an asset to this community and provided much needed direction and focus for our officers. As a senior officer at Chippewa he coached one of our current officers and to this day that officer remains one of our more competent policeman.

I wish Mr. Williams well and I can be reached at the number on the letterhead if any further commentary is needed.

Sincerely,

Chief Kelly Riley

**Ministry of Public Safety  
and Security**

Ontario Police College

P.O. Box 1190  
10716 Hacienda Road  
Aylmer West ON N5H 2T2

Telephone: (519) 773-5361  
Facsimile: (519) 773-5762

**Ministère de la Sureté  
et de la Sécurité publique**

Collège de police de l'Ontario

C.P. 1190  
10716 Rue Hacienda  
Aylmer Ouest ON N5H 2T2

Téléphone: (519) 773-5361  
Télécopieur: (519) 773-5762



April 14, 2003

**To Whom It May Concern:**

This letter will confirm that Mr. Winston Williams has served as the liaison officer for First Nations police officers at the Ontario Police College.

Mr. Williams has performed his duties in a positive, informed and energetic manner, and has earned the respect of both staff members and students.

I believe that the mentoring program being delivered by Winston Williams is an asset to First Nations students attending the Ontario Police College, and I encourage and support his continued involvement with it.

Thank you for your consideration.

Yours truly,

A handwritten signature in cursive script that reads "Bill Stephens".

Bill Stephens  
Deputy Director

Ministry of Public Safety  
and Security

Ontario Police College

P.O. Box 1190  
10716 Hacienda Road  
Aylmer West ON N5H 2T2  
Telephone: (519) 773-5361  
Facsimile: (519) 773-5762

Ministère de la Sûreté  
et de la Sécurité publique

Collège de police de l'Ontario

C.P. 1190  
10716 Rue Hacienda  
Aylmer Ouest ON N5H 2T2  
Téléphone: (519) 773-5361  
Télécopieur: (519) 773-5762



Letter of Recommendation re: Winston Williams

To Whom It May Concern;

Winston Williams has been pivotal in the assistance of health care with the recruits involved in the BCT program at the Ontario Police College.

During his first intake at the College he has assisted the nursing staff by ensuring First Nation students attend medical appointments including lab work, physio and physician visits. Therefore allowing the student to progress throughout the program successfully.

Winston provides a sound liaison between the First Nation Students and the nursing staff. He also encourages participation in all facets of the program. This officer is not only a role model to the students but assists in tutoring academically and involves himself in physical fitness with them.

I would like to thank him for his contribution and look forward to working with him in the future.

Sincerely,

A handwritten signature in black ink that reads "Catherine Hicks RN".

Catherine Hicks RN  
Ontario Police College

Hi Winston

Welcome Back!!! Thank you for coming in to see Henry. Please encourage Henry to come into the Health Center this evening and use our phone to call home. Security will let you in as our doors automatically lock at 4 pm. The Health Center will allow Henry some privacy to talk to his family. He must dial 9 first for an outside line.

*Cathy*

LEO Q

ATTENTION: SGT WINSTON WILLIAMS

FIRST NATION LIAISON  
SUPPORT AND SUGGESTION QUESTIONS.

Please describe any benefits you have received from the Liaison Support Service.

- 1) The liaison has helped us study and form a group where and where to study
- 2) The liaison has helped me with my PVO class where he talked to the PVO instructors and helped set up a plan for me to practice my eye level. ~~He~~ (liaison) talked to the PVO instructors regarding my driving experience at the community level where you have to look about 20 feet ahead of your vehicle to avoid the ruts in the gravel road.

What suggestions would you make to improve this program and your stay at the college?

It would help to have the liaison here 4 or 5 times a week because he is more approachable and ~~he~~ he understands what we are going through.

Officer: Leo Quint Police Service: Nishmaube-Ashi  
Police Service



**ONTARIO PROVINCIAL POLICE  
ANNIVERSARY PERFORMANCE EVALUATION REPORT**

Name: WILLIAMS, W.E. Rank: Sr. Constable Badge: 7437

Location: ST THOMAS DETACHMENT 02-12 Anniversary Date: 06JUL94

Position: COMMUNITY SERVICES OFFICER Date Assigned Present Position: 27OCT92

**ASSESSMENT SUPPORTING ILLUSTRATIONS AND EXAMPLES**

**JOB KNOWLEDGE & SKILLS**

Attitude Towards Learning

X M D  
X

Cst. WILLIAMS has a knowledge level commensurate with his experience. In his role as C.S.O., he has thrown himself deeply into making himself familiar with all aspects of the C.S.O. duties. He spends many hours on researching his programs and new programs.

**PROBLEM SOLVING SKILLS**

Identification, Analysis, Resolution, Judgement

X M D  
X

Cst. WILLIAMS is able to identify problems within the community and structure suitable programs to try to resolve them. He assisted in setting up a Neighbourhood Watch program on a large scale in the Dutton area. He is also promoting Neighbourhood Watch in Union.

**COMMUNICATION SKILLS**

Oral Skills, Listening Skills, Written Skills

X M D  
X

Cst. WILLIAMS has good oral and written skills. He is able to receive input from his contact groups and prepare a program suitable to each group.

**LEADERSHIP ATTRIBUTES**

Initiative, Independence, Adaptability, Flexibility, Delegation, Supervision, Training Others, Planning, Decisiveness, Perseverance

X M D  
X

Cst. WILLIAMS operates the C.S.O. program for both St. Thomas and Dutton Detachments without close supervision. He is extremely flexible and makes numerous schedule changes to accommodate the community. He plans his schedule well in advance.

**INTERPERSONAL ATTRIBUTES**

Interpersonal Sensitivity, Interpersonal Relations, Assistance to Victims of Crime, Team Building Skills

X M D  
X

Cst. WILLIAMS has received many positive comments and tributes from the public regarding his presentations. He relates well to all stakeholder groups. He is well aware of Detachment programs and directs his lectures to achieve them.

PERSONAL  
IMPACT

Appearance, Demeanour, Performance Under Stress, Dependability

X M D  
X

Cst. WILLIAMS maintains his appearance in accordance with standards. He requires reminders to provide his CSO monthly reports and schedule on a regular basis and LEO29s. This is in part due to his working in Dutton and he will usually provide the reports when reminded. This is to be monitored further.

OTHER  
COMMENTS

Training Needs, Commendations, Individual Division/District Initiatives

X M D  
X

Cst. WILLIAMS at times tends to over-extend himself and he had to be reminded that some groups may not be able to be served fully and to prioritize his time management.

X = EXCEEDS REQUIREMENTS, M = MEETS REQUIREMENTS, D = DOES NOT MEET REQUIREMENTS

PCS 056

Distribution - Original + 3 copies - 1. Member, 2. GHO file, 3. Detachment file, 4. District/Branch file

PLAN

Complete for Career Planning, Developmental Opportunities Assignments and On-the-Job Development purposes

Cst. WILLIAMS has made application for a position as a Divisional First Nations Liaison Officer. Being a C.S.O. has prepared him well to relate well with the First Nation officers and set up wide ranging programs. He has previous years of experience in the First Nations Policing Program prior to joining the O.P.P. He will need to work on his time management and report diary dates. Cst. WILLIAMS is assigned to General Law Enforcement during the summer months.

DISCLOSURE

I have met with my supervisor and discussed this evaluation in sufficient detail to give me a clear understanding of my work performance over this period. We have discussed my career goals and agree that efforts will be made to achieve those goals identified in the plan.

Member:

*[Handwritten Signature]*

Date: 11 July 1994



Policy on Safe Storage and Handling of Firearms has been reviewed with me.

Comments:

SIGNATURES AND COMMENTS

Supervisor:

I enjoy working with Cst. WILLIAMS and support his goal of liaison officer.

A.W.M. CRAWFORD, Sgt. #6041

*[Handwritten Signature]*

Date: 11 July 1994

I have reviewed the 233 IO secure file and believe it contains sufficient documentation to support this evaluation.

Detachment Commander:

*[Handwritten Signature]*

A.G. GORDON, S/Sgt. #3000

Date: 11 July 1994

District Commander: A positive evaluation. The noted flexibility and numerous tributes demonstrate a positive interest and effort by Constable WILLIAMS. His continued dedication is appreciated by this District Headquarters.

J.F. CARSON, A/SUPERINTENDENT

Date: 18 JULY 94

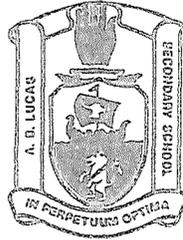
# A. B. Lucas Secondary School

656 TENNENT AVENUE, LONDON, ONTARIO N5X 1L8

TELEPHONE: 433-4091

TERRY R. ROBERTS, B.A., M.Ed.  
Principal

ROY L. YATES, B.Sc.  
Vice-Principal



A. C. FARMER, B.A., M.Ed.  
Principal Emeritus

1977 11 21

Constable Williams,  
Number 2 District Headquarters,  
Exeter Road,  
LONDON, Ontario.

Dear Constable Williams:

I would again like to express my appreciation to you for coming to A. B. Lucas. Many of my students have told me that they now have a much better understanding of the Canadian Indian.

I hope that this first visit to Lucas can set a precedent and that we can look forward to future visits from you when we are teaching this unit in our grade ten History course.

Again; my thanks,

A handwritten signature in cursive script that reads 'Joan Kennedy'.

Joan Kennedy,  
History Department,  
A. B. Lucas S. S.

JK/ti



610 10 10

681-0300  
No. 2 District Headquarters  
P.O. Box 3143  
London, Ontario N6A 4J4

March 7, 1977

The Commissioner  
Ontario Provincial Police  
90 Harbour Street  
Toronto, Ontario  
M7A 2S1

Attention: Assistant Commissioner  
Field Division

Re: Letter of Commendation for  
Special Constable Winston WILLIAMS  
Oneida Indian Reserve

We are forwarding herewith letter received from Superintendent H.E. McBRIDE of the London Police Department concerning duty performed by Special Constable WILLIAMS of the Oneida Indian Reserve.

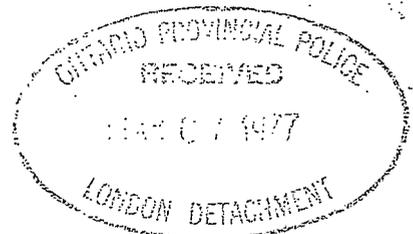
A copy of my reply to Superintendent McBRIDE is herewith attached.

Special Constable WILLIAMS has been provided with copy of all correspondence through his liaison officer at London Detachment.

*H.E. Spurling*  
H.E. SPURLING  
SUPERINTENDENT

HES/gr  
Attach.

c.c. Director  
Indian Policing Branch







**Deshkan Ziibiing**  
Chippewas of the Thames  
First Nation

320 Chippewa Road  
Muncey, ON, N0L 1Y0  
Tel: 519-289-5555  
Fax: 519-289-2230  
info@cottfn.com

**April 4, 2023**

I am pleased to offer a letter of support for the application submitted by Mr. Winston Williams, to the London City Policing Board.

Mr. Williams is an experienced police professional who encompasses the necessary requirements and knowledge that will make him an asset to the boards structure. As I understand there is a dire need for representation from a diverse minority and Mr. Williams encompasses what is required.

In conclusion, I wish to convey that there have been alarming rates of Indigenous peoples within the Justice system across the country; and given that the City of London has become home to many Indigenous populations, there is a dire need for adequate representation.

I am in full support of not only being able to have an Indigenous representative sitting on the policing board, but really wish to convey my sentiments that this position must be held by an individual who can identify as Indigenous.

I call upon the city of London leadership, in the spirit of reconciliation to stand firm with its commitments to renewing and maintain its relationship with area Indigenous peoples and consider allowing space for our peoples to amplify Indigenous perspectives that will support collaborative decision-making processes.

*Jacqueline French*

**Chief Jacqueline French**  
**Chippewas of the Thames First Nation**



# ONEIDA NATION OF THE THAMES

POLITICAL OFFICE  
2210 ELM AVENUE, RR #2  
SOUTHWOLD, ONTARIO  
N0L 2G0

TELEPHONE: (519) 652-6161

FAX: (519) 652-2174

April 3, 2023

Re: Letter of Support for London Police Services Board

To Whom It May Concern,

I am submitting this letter of support for **Winston Williams** who is well respected within the settlement of Oneida Nation of the Thames.

Mr. Williams provided policing services to the community for approximately six (6) years. He was an active member of the community and was a mentor to our youth by coaching hockey. He was also closely connected to our neighbouring community, Chippewa of the Thames.

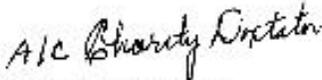
Mr. Williams was instrumental in securing First Nations police in Ontario by advocating for the rights and safety of First Nations on-reserve. He spent more than half of his 40-year career in First Nations communities and the remainder with the Ontario Provincial Police (OPP).

I would strongly recommend Mr. Williams for the London Police Services Board. He would be an asset to your Board as he knows the challenges First Nations communities face and he can provide proposed solutions based on lived experiences through community policing.

With a higher than acceptable rate of incarceration of Indigenous peoples, it is critical to have Indigenous voices on the London Police Services Board and Mr. Williams would be an ideal candidate to ensure our voices are heard.

Please do not hesitate to contact me should you require any additional information.

Yaw'ko,



Chief Todd Cornelius

Elected Chief, Oneida Nation of the Thames

**“People of the Standing Stone”**

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

## Application

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

## Contact Information

Name: **Becky Williamson**

City: **London**

Province: **ON**

Postal Code: **N5Y 3R6**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am retired from Western University (after 40 years of continuous work) that now gives me the time needed to focus on the tasks such as those required by the London Police Services Board. I am organized, and action oriented, with a strong ability to communicate efficiently.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**I have a B.A. from the University of Western Ontario, with a focus on Criminology and Psychology. The courses required me to: ask relevant questions, hone my critical thinking and communication skills.**

**While at Western University, as part of my tasks, I had the opportunity to be a part of the hiring process for the student Operations position; this involved reviewing applications, and interviewing students. My input/opinion as to a good candidate was highly considered when the student was hired.**

**Documentation was key in the Operations area. I meticulously created new documents, and updated existing ones as required, these were essential for the smooth operation of this area.**

**When new applications / programs were introduced to the Operations area there was online training which required: reading and understanding the concepts that were being presented, and focus.**

**I am involved in an outreach group (two times per week) that clothes and feeds the homeless . I also volunteer in different groups involving food sustainability, financial transparency and accountability.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**This appointment, to serve on the London Police Services Board, is of interest to me as policing and the law have always been something that I wanted to be involved in. As a teen, becoming a police officer was the profession I wanted to pursue, however, life threw me in a different direction. At the age of 43 (while raising 3 children) the opportunity arose for me to attend Western University and get a degree (B.A.), the area of focus I chose was: Criminology and Psychology as I had never lost my interest in policing and law. The possible goal I had envisioned was to possibly work with youth in trouble with the law, but getting my B.A. took a little longer than I had anticipated (took 12 years and a lot of perseverance to complete). The one thing this tells about me is that once I commit to something I keep at it until it is complete, of course this does not mean any new tasks will take me 12 years to achieve. I feel that an appointment to the London**

**Police Services Board is the perfect opportunity for me to be involved in my community, especially in an area that has always been of interest to me.**

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

**One of the areas of focus in the City of London 2023-2027 Strategic Plan is Reconciliation, Equity, and Inclusion; this area is there to show London as a leader in becoming an equitable and inclusive community, and to identify and remove barriers faced by groups participating in civic engagement opportunities. I believe in equality and inclusion, every person/group belongs in our society. The need to reconcile with individuals/groups, that have been wronged, is important to help encourage participation in the community, and to make them feel that they do belong. In an inclusive society, every person deserves to feel safe to live, work, and be involved in their community. An inclusive society means every person/group feels like they belong, and are treated equally.**

**Volunteering with the Outreach group to help the homeless, a group that often feels excluded from society, has helped me realize (more than before) the inequality that this group has had to deal with. They don't feel safe in their situation, and they face barriers when they try to find a place to call home, and employment as most do not have a permanent address, or, in some cases, the education to find work. This is a group of people that should not be ignored, just like any other group in our community, and I am hopeful that if I were to become a member of the London Police Services Board I could find more ways to help this group of people (and other groups of persons) that feel like they are not being included, or treated equally.**

Attach resume or other document here (optional): **BeckyWilliamson\_Resume.pdf**

Attach more files here, if needed:

## **Confirmations**

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

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

If you selected 'Other', please specify:

Submitted on: **3/20/2023 1:05:30 AM**

# Becky Williamson

London, ON N5Y 3R6

---

**POSITION DESIRED:** London Police Services Board Member

## **SUMMARY**

I was educated at Western University, earning a B.A. with Criminology and Psychology as my areas of focus. Being retired, after having worked in the IT department at Western continuously for 40 years, I now have the time needed to focus on the tasks such as those required by the London Police Services Board. I am organized, personable, and action oriented, with a strong ability to communicate efficiently.

## **EXPERIENCE**

**University of Western Ontario, London, Ontario** — IT Operations

**April 1981 - September 2021**

- In 1981, started at Western in the keypunch department.
- In 1982, promoted to the Operations area where I remained until I retired, September 2021.

## **SKILLS / DUTIES PERFORMED**

Administrative Skills:

- Monitoring approximately 500+ servers / UPS / Air Conditioners at several locations on campus where ITS network connections are located
- Running batch jobs for the following departments: Registrars / Human Resources / Finance
- Writing new procedures for Operations, plus follow-up review

Computer Skills:

- Word and Excel
- PeopleSoft for running batch jobs
- Using HTML, WIKI, and KIWI for documentation

Documentation:

- Creating and Updating documentation for the Operations area
- Effectively communicating with clients on campus as well as outside vendor support to resolve technical issues and troubleshooting areas during batch production.
- Computer Accounts Office: Creating user accounts / assisting users with password issues / running month-end reports

Managing Student Staff:

- Hiring / training student staff in the Operations area
- Training new non-student staff hired for the Operations area
- Documenting new employee training instructions

## **EDUCATION**

**The University of Western Ontario, London, Ontario — Bachelor of Arts**

**September 2003 - April 2015**

Areas of focus: Criminology and Psychology

**The University of Western Ontario — Diploma in Writing**

**September 2014 - April 2018**

Areas of focus: Screenwriting / fiction / non-fiction

**The University of Western Ontario - Continuing Studies — Certificate in Writing**

**September 2012 - April 2018**

Areas of focus: Copywriting / screenwriting / fiction / non-fiction

## **VOLUNTEER EXPERIENCE**

Charity Outreach: **City Outreach**

Work twice a week with other volunteers to distribute clothing and food needs directly to the homeless.

Community Volunteer:

Member of numerous community groups involving food sustainability, financial transparency and accountability, and good city governance.

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

## Application

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

## Contact Information

Name: **Tatiana Zdyb**

City: **London**

Province: **ON**

Postal Code: **N6C3Y9**

## Experience and Qualifications

1. Serving on the Police Services Board requires monthly, full-day meeting attendance; each meeting requires 4-6 hours of reading in advance. Can you describe your ability to participate and contribute this minimum amount of time monthly?:

**I am self-employed and as such make my own schedule. I will not have any problem carving out 14 hours per month or more (readings and full day meeting) to make a meaningful contribution to the Police Services Board.**

2. What skills, education, community involvement and/or experience (including lived experience) do you have that will assist you in a role on this specific board?:

**As a clinical psychologist I have experience working with staff members and service users of the London Police Service. I have seen first-hand the impacts of inadequate education and training on the efficacy of police services. I am also privy to the challenges of navigating the justice system experienced by victims of violent crimes and other traumatic events as well as those charged with criminal offences. Part of my motivation to apply to be on the Board of the London Police Service is to oversee and support this organization and the important work that I bear witness to them doing in our community.**

3. If you have experience on a Board, Commission or Committee (in London or elsewhere), please provide the details. If you have not previously served on a Board, Commission or Committee, please describe why this appointment is of interest to you.:

**While I have not been on a London Board or Commission before, my work in the community includes being a mental health lead with the London Homeless Outreach Network (March 2010 – June 2011), being on the United Way of London Middlesex Allocations Committee (Nov 2011 - January 2012) and the Vice Chair of the United Way of London Middlesex Mental Health Impact Council (February 2012 – 2015). I am interested in being on the London Police Service Board because I value making a contribution to my community and believe that I would make a positive contribution to overseeing as well as supporting the important work that the London Police Service carries out. At some point in their lives most Londoners will interact with the London Police Service so when I think about how best to spend my volunteer time, it is with organizations that have a large scope of service provision and impact on our community. This is also why I volunteered with the United Way.**

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

**I will aim to provide equity, diversion, inclusion, trauma and health promotion informed perspectives on the objectives of the London Police Service (LPS). I will use my**

knowledge and experience as a clinical psychologist, resilience researcher, first generation Canadian, Jewish member of the LGBTQ2S+ community to monitor performance, establish priorities and identify areas where more support, education and training are required in order to ensure that the needs of our community are being met by the LPS. I will also constantly examine and interrogate my own biases, beliefs or assumptions such that they do not negatively impact the work of the LPS Board. Policing carries a great deal of socio-political power as well as at times, and in certain contexts a sense of moral authority. As such, it requires oversight by community-based stakeholders in order to prevent any misuse of that power. I hope to contribute an informed perspective on current policies for Police services in London, as well as aid in identifying priorities and objectives to meet the needs of our community. Furthermore, I endeavor to ensure that Police services at every level are delivered in a manner that is consistent with the values and expectations of Londoners. I expect that should I be successful in joining the board I will learn more about the systemic issues that underlie inadequate and ineffective Policing.

Attach resume or other document here (optional):

Attach more files here, if needed:

## Confirmations

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

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

If you selected 'Other', please specify: **and contact from the City Clerk's office**

Submitted on: **2/16/2023 9:04:55 AM**

**From:** Vicki Van Linden  
**Sent:** Monday, April 17, 2023 9:00 AM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] For the SPPC agenda regarding Police Board

Dear Members of the SPPC:

I am grateful that council decided to take some time to further review the applications to the Police Board. That was an important step. Thanks to everyone who supported that with their vote.

Now, I am urging you to take a further step as you decide who will be interviewed for this position. Please recognize that at this time in our history it is essential that an Indigenous representative is appointed to the Police Board.

Let's note that there are at least two applicants who identify as Indigenous.

It's clear that there is significant support for greater representation from various diverse populations including BIPOC members on the Police board. And this is important.

As a nation, we owe special consideration to members of Indigenous nations. I believe that it is inadequate to appoint a member of a non-Indigenous but still diverse community at this time. I agree that there are many diverse communities that also deserve and need greater representation on advisory and decision-making entities. However, at this time as we have declared as a nation that we must strive to achieve meaningful Reconciliation with First Nations peoples, we must not miss this opportunity to appoint an Indigenous person to this important board.

Indigenous communities and their members have surely waited long enough. The goals of the Truth and Reconciliation Commission must be followed up with meaningful action, and this appointment to such a significant board is an opportunity toward healing that we must not miss. Land acknowledgements become meaningless if we don't take opportunities like this to address historical harms by recognizing that First Nations peoples are not just any diverse community in Canada. They are the very founding nations of Canada. They are founding nations far more than the English and French communities that have enjoyed entrenched privileges and power for generations. Instead of being granted the privileges of the other founding communities, we know how abused their treatment has been as carried out by governments since before Confederation.

No other cultural or racial group is owed the same debt that we owe to Indigenous peoples living in Canada. So, resolving to appoint an Indigenous representative person only, is indeed fair.

My proposal is that the five candidates to be interviewed must include both Indigenous candidates, at the very least. And, at the very least, extra weight should be given to those with Indigenous identity. The end result, however it is worked out, should be that the successful appointment is an Indigenous representative.

I've also been informed by some members of local First Nations communities that it matters to them that it is recognized that all Indigenous peoples are not members of the same Nation. They said that while there is a shared understanding and history among the various First Nations, they want it recognized that they are not an amorphous people. The local citizens who I

have spoken with told me that a member of a local community is best able to represent them. So, I urge you to also give added consideration to whether the Indigenous candidate represents a local community.

I am a non-Indigenous person myself. But I want to be clear that I see providing greater respect, influence and political representation to First Nations peoples as my fight too. My reasons are mostly selfish.

I want to live in a non-violent society where all citizens thrive. I want to enjoy peaceful neighbourhoods free from social unrest. Social peace can only come when we face what was done to First Nations peoples without flinching, and resolve to find every opportunity to heal these deep national wounds. Of course, we need to do more, healing relationships with all BIPOC members and other under-represented communities, and do all we can to address systemic racism and prejudice. But our greatest debt is to Indigenous citizens and communities.

I urge you to not waste this opportunity to move us forward. There will still be much more to do, but this appointment matters.

Sincerely,

Vicki Van Linden  
London, ON, N6J 3H2



111 Horton Street  
P.O. Box 2700  
London, ON N6A 4H6

Powering London.  
Empowering You.

April 11, 2023

**ATTN:** Mr. Michael Schulthess, City Clerk  
City Clerk's Office  
Room 308, City Hall  
300 Dufferin Avenue, PO Box 5035  
London, ON N6A 4L9

**Re:** Request to update London Hydro, Inc. Board Director recruitment, interview and nomination process

Dear Mr. Schulthess:

It is with great pleasure I write to you today, as we work together to modernize the above-noted process at London Hydro Inc.

Please consider the Proposed Process (attached), constructed with input from your office through Councillor Corrine Rahman, and informed by existing processes at LMCH and others. It has been recommended by London Hydro's Corporate Governance and Risk Management Committee and approved for communication to you by our Board of Directors. As suggested by His Worship, Mayor Morgan, it aligns tightly with processes already in place at other City-associated organizations, ensures Council oversight via our Class IV Board member (City Council appointed director), and allows Council the right of Election as required in our Shareholder Agreement. Of note, the Shareholder Agreement does not proscribe any process for recruitment, interview or nomination, only that City Council retains the right of election. Therefore, in that the process already is in practice within the City of London ecosystem and no process is presently proscribed, we don't anticipate any impediments to adoption, should City Council desire to do so.

Therefore, as advised by Councillor Rahman, our request for your assistance is thus:

London Hydro Inc. formally requests that, through the next meeting of SPPC, the Civic Administration bring forward to a meeting of the Shareholder the request to ADOPT the Proposed (recruitment, interview and nomination) Process (as attached).

Mr. Schulthess, in addition to the above, we have included in this package a copy of our letter to Mayor Morgan notifying him of the upcoming vacancies on our Board, and the skills we require of new directors in order to properly fulfill our oversight responsibilities. As the proposed changes to the above-noted processes do not change the mode of application for consideration via the City of London website, we don't anticipate any need to delay recruitment efforts. According to the timeline that you and Councillor Rahman provided to me, candidate short-listing and interviews can be aligned with the New Process after (provided that) the SPPC/Council votes to modify the interview process.

Many thanks to both you and Councillor Rahman for providing your input and helping to move this initiative forward. If we can provide any additional information or be of assistance in any way, please don't hesitate to reach out via Councillor Rahman.

Best Regards,

A handwritten signature in black ink, appearing to read 'Connie Graham', written in a cursive style.

Connie Graham  
Chair, Board of Directors  
London Hydro Inc.

**Attachments:**

Proposed (recruitment, interview and nomination) Process from the London Hydro Board of Directors

Copy of Mayoral letter announcing Board of Director vacancies



## **Re: Proposed (Recruitment, Nomination and Election) Process**

**Date: April 11, 2023**

---

### **New Proposed Process**

1. Upon a vacancy among the Board of Directors arising (whether or not due to expiry of a Director's term or another reason), with the advice of the Corporate Governance & Risk Management (CG&RM) Committee Chair, the Board Chair shall prepare a letter to the Mayor advising them of the Board vacancy(ies) to be in effect at the Annual General Meeting of the Shareholder or at some other defined date.
2. In anticipation of Board vacancies, London Hydro Inc. AND the City of London Clerk's office shall advertise or otherwise canvass for applicants to apply with their Cover Letter of interest and CV electronically to the City of London Clerk's office. Candidate advertisements shall include the applicant skills, knowledge and experience required by the London Hydro Board of Directors as well as a cut-off date for receipt at the office of the City Clerk.
3. The City Clerk's office will log in all responses and forward them to the attention of the London Hydro Corporate Governance and Risk Management Committee via the office of the London Hydro Inc. CEO.
4. London Hydro's CG&RM Committee will receive, review and shortlist all applications submitted by the cut-off date.
5. London Hydro's CG&RM Committee shall interview the shortlisted candidates. Fulfillment of board skill gaps, general qualifications criteria set out in Article 4.3 of the Shareholder Declaration and any other noted requirements shall be considered in a consistent, fair and equitable process, with a standard set of questions presented to each interviewed candidate.
6. The CG&RM Committee Chair may invite all Board members to attend the interviews. However, it is mandatory that the Class 4 Board member (City of London Shareholder Representative Director) be present at all candidate interviews.
7. For each vacancy, the CG&RM Committee may recommend to the Board one, or maximum two, applicants.
8. For each director vacancy, the Board may approve one of the CG&RM Committee's recommendations or propose an alternate candidate (provided the candidate's application had been received and logged by the City Clerk prior to the stated cut-off date). If an

alternate candidate is proposed by the Board that had not previously been interviewed by the CG&RM Committee, the interview process as detailed in step 5 must be repeated for (only) the newly-proposed candidate and the results of the interview reported to the Board of Directors.

9. The final Board-selected candidate shall be submitted to the Shareholder as part of the Shareholder Resolution at the AGM OR at a special meeting of the Shareholder and in compliance with applicable notice and timing requirements. In this regard, the Board shall prepare the Shareholder Resolution setting out London Hydro's recommended candidate for election.
  
10. At each AGM, the Shareholder Resolution shall list the full slate of London Hydro's Board of Directors (incumbents and new Directors) for affirmation, reelection, or noted vacancies; wherein the vacancies are to be filled by a separate Resolution, as stated above, with an understanding that incumbent Board members shall continue to hold office until a successor is elected.

#### **Revisions required to London Hydro Board Governance documents**

1. The Shareholder Agreement does not include reference to specific recruitment, nomination or interview processes, therefore a formal Shareholder Agreement amendment is not deemed necessary



111 Horton Street  
P.O. Box 2700  
London, ON N6A 4H6

Powering London.  
Empowering You.

April 11, 2023

His Worship Josh Morgan  
Mayor, The Corporation of the City of London  
Office of the Mayor  
300 Dufferin Avenue  
London, Ontario N6A 4L9

**Re: Upcoming London Hydro Board of Director Vacancies**

Dear Mayor Morgan:

As Chair of the Board of Directors of London Hydro Inc., I am writing to notify you of two pending vacancies on our Board, effective upon election of replacement directors by the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"). Both Jack Smit and Gabe Valente, after a significant period of distinguished service, have decided to retire.

In addition to qualifications and requirements for directors set out in the OBCA and the by-laws of the Corporation, Article 4.3 of the Shareholders Agreement outlines general skills and qualifications desirable for election to our Board of Directors. With the departure of the two directors noted above, audit/finance expertise, executive business management, strategy and board governance/directorship experience are needed to re-build a well-rounded Board. Experience in power/energy or other regulated industry environment would be a definite asset.

As we jointly work to modernize London Hydro's process for director candidate evaluation, nomination and election, we believe it necessary to attract a broad constituency of seasoned candidates with the above noted qualities.

Best Regards,

Connie Graham  
Chair, Board of Directors  
London Hydro Inc.

CC: Mr. Michael Schulthess, City Clerk – The Corporation of the City of London



300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

London  
CANADA

April 11, 2023

Dear Colleagues,

Over the first few months of our term of Council, a number of us have raised items for consideration in terms of our own operations.

Some of these changes may not require a lot of time, for example should in-camera items at Council be moved to the end of the agenda as we do at committee meetings?

Others, such as the uneven workload carried by Councillors regarding our Agencies, Boards, and Commissions, how we select ourselves for Standing Committees, how we deal with appointments when vacancies on Agencies, Boards, and Commissions arise during a term, and how we modernize the use our expense accounts for community engagement and community building activities, may require more discussion and debate.

Still others, such as formalizing the duties of the Deputy Mayor and Budget Chair, and the realities of the role of Councillors being full-time in a city fast approaching half a million people also need to be addressed in a manner that allows full thoughtful discussion and public engagement in order to have any changes in place well in advance of the next election. For example, should the Deputy Mayor automatically be the chair of Governance Working Group and the Budget Chair be the chair of the Audit Committee? Should the two positions be formalized as Deputy Mayor of Strategic Plan and Deputy Mayor of Finance? Should both positions receive an additional stipend for the additional workload? Likewise, does a stipend need to be provided for Boards and Commissions to compensate for the uneven workload carried by Councillors in this capacity?

With all of these items to consider, we are asking for your support for this motion:

*That Civic Administration be directed to call the first meeting of the Governance Working Group no later than May 18, 2023 and;*

*That the following matters BE REFERRED to the Governance Working Group for discussion and for potential recommendation(s) back to the Strategic Priorities and Policy Committee:*

- a) *discussion related to the management of in camera items at Municipal Council meetings; it being noted that the current practice requires that the Chambers be vacated by the public immediately following the call to order of the Council meeting;*
- b) *discussion with respect to potential changes and/or clarification of the Council Members' Expense Account Policy, specifically related (but not necessarily limited) to permitting a Councillor to host community engagement and/or community building events that include recreational and/or social components at City-owned and operated facilities and other civic spaces;*
- c) *consideration of the development of new Council policies related to:*
  - i. *participation requirements for individual Council members related to the City's Agencies, Boards and Commissions, and compensation incentives for 'uneven' workloads and standing committee participation expectations by individual Council members, including a requirement that members rank all committees in terms of preference; it being noted that any associated change may require an update to the Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions;*
  - ii. *establishment of an appointment of Budget Chair Policy that would include a recommended additional stipend for the role;*



London  
CANADA

300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

d) *consideration of revisions to the following existing Council policies:*

- i. *the Appointment of Deputy Mayor Policy to add formality to certain job duties for the position and to consider additional compensation (or stipend) for the position of the Deputy Mayor;*
- ii. *the Remuneration for Elected Officials and Appointed Citizen Members Policy, to provide for the establishment of a new full-time compensation model for Councillors, for the start of the 2026 Municipal Council term, as well as a draft terms of reference for an independent task force to review and consult with the public with respect to same; it being noted that this may require additional revisions to associated Council Policies, such as Discussion of Remuneration for Elected Officials and Individuals Appointed by City Council to serve on its Committee or a Local Agency, Board or Commission Policy.*

e) *undertake a review of the appointment process for Boards, Agencies, and Commissions, with regard to the filling of vacancies during a council term including but not limited to:*

- i. *the potential for ABCs to review and identify recommended candidates based on their skill needs,*
- ii. *providing an evaluation matrix tool to assist councillors in reviewing applications,*
- iii. *consideration of an interview process*

We hope you will support this motion as a starting point for a “work plan” for the Governance Working Group to begin working on, noting that other items may be added by direction of Council or brought forward by members of the working group itself.

Sincerely,

Shawn Lewis  
Deputy Mayor  
Ward 2

Elizabeth Pelozo  
Budget Chair  
Ward 12

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

The 4th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee  
April 13, 2023

Attendance                      PRESENT: R. O'Hagan (Chair), K. Burke, N. Fragis, R. Gill, B.  
Hill, L. Ochoa, J. Pineda, and K. Mason (Committee Clerk)

ABSENT: S. Evoy, N. Fahd, M. Castillo, P. Gill,

ALSO PRESENT: R. Morris, J. Rancroft, W. Roberts, B.  
Westlake-Power

## 1. Call to Order

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 2. Opening Ceremonies

### 2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgment of Indigenous Lands was  
read by R. O'Hagan.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## 3. Scheduled Items

### 3.1 Feedback on Committee Recruitment Process and Policies Update

That it BE NOTED that a verbal presentation, from J. Raycroft, Manager,  
Elections, Strategic Integration and Policy, with respect to the committee  
recruitment process and policies update including the survey as appended  
to the agenda, was received; it being further noted that the Diversity,  
Inclusion and Anti-Oppression Community Advisory Committee held a  
general discussion with respect to this matter. C06-2023

### 3.2 Flags at City Hall Policy Review Update

That it BE NOTED that the verbal update from W. Roberts, Chair, PRISM,  
in regard to the Flags at City Hall Policy Review and Flag and  
Proclamation Request for Intersex Awareness Day, was received; it being  
noted that the Diversity, Inclusion and Anti-Oppression Community  
Advisory Committee held a general discussion regarding these matters.

## 4. Consent

### 4.1 3rd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 3rd Report of the Diversity, Inclusion and Anti-  
Oppression Community Advisory Committee, from its meeting held on  
March 9, 2023, was received.

4.2 H. Karky Resignation

That the resignation of H. Karky BE RECEIVED with regret.

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

None.

**6. Items for Discussion**

6.1 Request to Create a Sub-Committee - Recommendations for Council Appointment Process

That the creation of a sub-committee of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) to review the Municipal Council's appointment process, BE APPROVED; it being noted that the intention of the sub-committee work would be to make recommendations to the Municipal Council for potential improvements to the processes of recruitment and appointments to the City's Agencies, Boards, Commissions and/or Community Advisory Committees; it being further noted that the DIACAC is committed to offering advice to the Municipal Council in relation to improving equitable and diverse representation.

**7. Adjournment**

The meeting adjourned at 5:25 PM.