

Committee: **City Council Appointment to the London & Middlesex Housing Corporation**

Organization/Sector represented: **Individual/Independent**

Name: **Greg Martin**

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Occupation: **Software Development Manager**

Work experience: **I am an experienced Software Development Manager with a positive attitude and a strong work ethic. I am very organized with an established focus on software development and delivery of enterprise-class, mission critical systems. I am eager to accept new responsibilities and maintain a wide and diverse workload. I align my personal goals with those of the company to help deliver positive results. My strengths include: Over 20 years experience in a software leadership role in Manufacturing and Financial industries; Expert knowledge of Visual C++ 6.0 (ATL, WTL, MFC, Win32), C#, VB, JavaScript, and XML/XSL as evidenced by the achievement of the Microsoft Certified Solution Developer certification, Microsoft's premier designation for Software Developers; Proven track record of solution delivery, eager acceptance of new challenges, and resourceful problem solving**

Education: **I am a graduate of the University of Western Ontario (1995) and have completed computer programming courses in Visual Basic and C++ at Fanshawe College (1997). In April of 2000, I achieved the Microsoft Certified Solution Developer designation (MCSD). Throughout my career I have attended and led numerous technical, industry and leadership training sessions.**

Skills: **My current employer, MCCG, is a software development company serving the Ontario Mutual Insurance market. Technologies used by MCCG primarily include Oracle (for the database), the Java programming language, and PowerBuilder (a programming language and development system for user interfaces). Despite my prior 17 years of experience, upon my arrival at MCCG, I had never used any of these tools professionally. It is tempting to think Oracle, Java and Powerbuilder are the same as any other programming language. However, in reality, the differences are significant; they are akin to suddenly having to perform your job function speaking only in German, Chinese or other foreign language. My point here is the key skill I can bring to assist the London Housing Development Corporation's Board of Directors is my ability to adapt. I do not have a rich history of real estate experience, but I am confident that I will engage within this board to close those gaps just as I have in my professional history. Adaptation is a key attribute all organizations face going forward. I think it is often tempting to make decisions based on today's intelligence, and often in the short term, there are few consequences. However, decisions made regarding significant, long term commitments, such as those made by the Housing Development Corporation must consider the influence of future "mega trends". As an individual with a stake in technology, I can assist in providing insights into how those trends will affect the Housing Development Corporation today:**

**The remote worker: This mega trend is particularly prevalent in technology, where knowledge workers are not needed to physically be present in a central location in order for businesses to succeed. The Housing Development Corporation must evaluate this impact in terms of the infrastructure necessary to support a major increase in remote workers, as well as strategies to help deal with the municipal corporate tax impact of fewer workers effectively consuming both residential and commercial space (as is the case today). The Changing nature of retail: In 2015, we witnessed the market capitalization of the world's largest "bricks and mortar" retailer (WalMart) diminish by 50%, and the world's largest online retailer (Amazon.com) increase its market capitalization by 100%. It is extraordinarily unusual to see such a dramatic shift within a single calendar year, and yet these events have already come to pass. How do the traditional housing strategies of aligning residential units near retail now change in the face of a massive shift in consumer behaviour? The Connected Home: Homes have traditionally been equipped with disconnected, analog devices such as refrigerators and stoves. We have seen a shift to connected devices with the Nest connected thermostat as well as a collaboration between Nest and many insurance companies to offer policyholders no-charge fire detectors which serve to both detect fire hazards as well as provide an on-going stream of data about the risk the insurance**

company is covering. This example helps illustrate that the connected home is more than a convenience; there are tangible business cases to help drive residents to connect more of their homes to sources which will provide rich data to corporations for measurable market benefit. How do housing infrastructure considerations need to change in a world in which individual residences of the future emit as much data as companies like Netflix do today?

**High Speed Internet:** Traditional residential buying considerations are changing. Future residents will not only factor access to high speed internet into their home buying decision-making; it will be enough of a factor to make or break a deal. How will the Housing Corporation influence the advancement of high speed internet not only to residences, but also to infrastructure that influences residential buying considerations such as schools and nearby commercial entities. Residents of tomorrow will be less tolerant of delays in processing information, and schools and commercial entities hampered by less advanced internet connectivity will be seen as having a negative impact on their housing decisions.

**The Wealth Gap:** Technology is changing the nature of work itself in London and beyond, and we are in the middle of a period during which traditional workers are increasingly being displaced in favor of knowledge workers. Workers without skills in these areas are seeing their ability to command wealth reduced, often during a period in their lives where the process of re-invention is especially difficult (such as with workers nearing retirement age). Even workers with work history in knowledge areas are finding the rapidly changing nature of knowledge work can leave them at risk of not being current. As workers become displaced, how can the Housing Corporation influence behaviours that will yield results for residents in the workplace? And if workers are unable to adapt, how does a less prosperous future resident influence decisions made today by the Corporation? Workers without the future ability to earn wages incur an enormous risk when acquiring debt, and given the largest debt most individuals will have in their lives is their home, what mitigation strategies is the Housing Development Corporation employing to save individuals from making housing decisions that will later have significant negative impact, both at an individual and macro level?

**Interest reason:** My interests in serving the city on this body are both the benefits I believe I can bring to the board as well as those I can gain. My ability to adapt and provide adaptive thinking will help the Board consider risks to their decisions that may not be visible today. The Board and the Housing Corporation as a whole will provide me with opportunities to increase my level of understanding of the housing decisions made in London, as well as real estate in general.

**Contributions:** I can help this body to understand the future impact technology will play and educate the board on options and considerations we need to make. Even being aware of the questions we need to ask is an important consideration.

**Past contributions:** Working within a leadership team during my employment history, I have led committees on process implementation, enterprise risk management, and employee communication. Currently, I am also serving on a volunteer Board of Directors for the West London Minor Hockey Association.

**Interpersonal:** I have 20 direct reports who are software developers of varying levels of experience and education. In an industry which typically averages an employee turnover rate of 22%, the average for employees on my teams is less than half that number. I have people on my team today who have worked on my teams in past companies. I sincerely believe that I advocate on behalf of my team and am able to communicate my view in a way that is inclusive. Software development is a world of details and fast decision-making, and neither can occur without the skills, abilities and knowledge of others.

**Interview interest:** Yes