

MEMO

Date: November 11, 2016

To: Strategic Priorities and Policy Committee, City of London

From: London Convention Centre Board of Directors

Subject: London Convention Centre Corporation Board Appointments

Recommendation:

1. The LCC Board of Directors recommends the following for the London Convention Centre Board for two year appointments from December 1, 2016 to November 30, 2018:
Ms. Nora Fisher, London Life Insurance Co.
Mr. Tony Soares, adHome
Dr. Chris Schlachta, LHSC
2. Appoint Mr. Crispin Colvin (regional agriculture) for a second two-year term of January 1, 2017 to November 30, 2018. Mr. Colvin will become Chair of the LCC Board in December 2016.
3. Appoint Mr. Titus Ferguson (digital media / technology) for a second two-year term of January 1, 2017 to November 30, 2018.

Background:

The LCC Board of Directors is recommending 3 new appointments for departing Board members who have served for the past 6 years with terms ending November 30, 2016. Additionally two current Board members have served their first three year term and are eligible to serve up to a maximum of six years.

LCC By Law:

In September 2012, the London Convention Centre Corporation By-Law was updated and approved by Council. Section 4 of this By Law addresses the composition of the Board of the Corporation. Paragraphs (1) through (3) identify the community sectors which are to be represented on the LCC Board. Sector representation is important to enable communication with the communities that drive a high percentage of conventions and conferences to the LCC.

(1) The Board of the Corporation shall be composed of the Mayor as a member *ex officio* and ten members appointed by Council:

(a) two of whom shall be Members of Council;

- (b) six of whom may be engaged full-time in or otherwise representative of one of the following sectors of the community:
 - (i) hospitality;
 - (ii) travel and transportation;
 - (iii) health care;
 - (iv) business;
 - (v) marketing or public relations;
 - (vi) digital media;
 - (vii) sports;
 - (viii) agriculture or agrifoods; or
 - (ix) education;
- (c) one of whom shall not be engaged either full-time or part-time in any sector mentioned in clause (b), , or (d); and
- (d) one of whom may, but need not, be a member of the not-for-profit corporation Emerging Leaders London Community Network.

(2) Council shall nominate individuals for appointment under subsection (1).

(3) If an individual engaged in a sector mentioned in clauses (b) or (d) of subsection (1) is nominated to the Council , the Council shall first satisfy itself that the individual can generally represent the sector, and can fairly serve the best interests of the Corporation and the sector having regard to the individual's personal interests.

(4) Expressions of interest of individuals in serving as directors may be solicited:

- (a) by advertising in a newspaper having general circulation in the municipality;
- (b) by a posting on the Corporation's and/or the City's website; and/or
- (c) in any other manner determined by the Council , acting reasonably;

and the Civic Administration shall submit a list of names of interested individuals to Council , who shall consider such individuals prior to making its nominations.

TERM:

(2) (1) Members of Council appointed as Directors shall be appointed for a term not exceeding their term in office as Member of the Council that appoints them.

(2) Directors who are not members of Council shall be appointed for a term not exceeding thirty-six (36) months; provided, however, such term may not exceed the term of office of the Council that appoints them.

(3) Directors are eligible for re-appointment to the Board for up to six consecutive years.

(4) The seat of an appointed member of the Board becomes vacant if the Director is absent from the meeting of the Board for three successive meetings without being authorized to do so by the Council.

QUALIFICATIONS

(3) (1) Each Director shall be at least eighteen years of age and not an undischarged bankrupt or mentally incompetent person.

(2) Seventy-five percent (75%) of the Directors who are not Members of Council or the Mayor shall be residents of the City. The balance of the Directors, other than the Mayor and Members of Council, may be residents of any of the municipalities within 100 kilometres of the municipal boundaries of the City.

Previous appointments:

On December 9, 2014, Council resolved that the following actions be taken with respect to appointments to the LCC Board of Directors:

- a) Councillor P. Hubert and Councillor J. Zaifman BE APPOINTED for the term December 1, 2014 to November 30, 2018;
- b) B. Soanes, J. Cookson, Dr. R. Holliday, J. Irwin, M. Seabrook, C. Colvin, T. Ferguson, P. White, BE APPOINTED to the LCC Board to complete their terms;
- c) C. Moss, Vin Nov, Tony Soares BE CONSIDERED for appointment as terms of members are completed;

Brian Soanes completed his LCC Board term December 2015 at which time Council approved the LCC Board's recommendation to appoint C. Moss to the LCC Board. The LCC Board is now recommending Tony Soares with a background in marketing and public relations to the LCC Board.

Detailed backgrounds:

Documents follow for the three recommended candidates for the London Convention Centre Board of Directors as well as a chart outlining the current board profile and length of terms.

London Convention Centre - Board Terms

[illegible]

Community Rep.
Council & Mayor

NORA E. FISHER

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KEY QUALIFICATIONS

Eighteen years portfolio, program and project management experience, including eight years executive management

Seven years Human Resources management and consulting

Six years executive IT management

Two years leading innovation research and strategy development

Organizational design, change management, business process design and management

Strategic vendor negotiation, engagement and management

Merger and acquisition experience

EMPLOYMENT SUMMARY

London Life Insurance Co.

2008 - 2016

AVP, Canada Transformation

2016

Responsible for leading major transformational change initiatives for the Canadian organization. Currently leading the Business-IS Transformation initiative.

AVP, NBN Program Director

2015

Seconded on assignment to Individual Insurance as business lead for the NBN Remediation program, defining and implementing necessary improvements to address unmet objectives of the 2014 Individual Insurance *New Business Now* implementation.

Lifeco Innovation Leader

2013 - 2014

Led the Lifeco Innovation team, conducting research and developing recommendations to improve the Canadian division's innovation capability. Engaged Deloitte Dublin to guide development of the innovation management framework. Participated as an Innovation Council member and working team member, and initiated the Canadian Wellness Initiative.

AVP, I.S. Account Manager

2012 - 2014

Responsible for all IS delivery and support services for the Wealth Management SBU serving London Life, Great-West Life and Canada Life. Provided strategic leadership to the business unit, involving strategic and business planning support, systems development initiatives planning and execution, vendor strategy and engagement, risk management and compliance, and systems operations and maintenance. Involved an annual portfolio of 75-80 delivery projects and operational support services, utilizing 150 IS resources, at \$32-38M annual expense.

Director, I.S. Technology Integration Leader

2008 - 2011

Delivered technology infrastructure implementations and improvements for Great-West Life, London Life, Canada Life, Investors Group and Mackenzie Financial, in a Shared Services model. Managed an annual portfolio of 100-130 projects at \$25M expense, utilizing 100-200 resources to achieve implementation objectives.

While in this role, provided leadership to support the Great-West Life & Annuity health care division divestiture and shared services model implementation, to achieve \$30M annual IS expense reduction. Also provided leadership and change management support for Canada Life Europe's IS operational improvements program, at £15M expense.

Quadrant Consulting Services Inc., President/Owner

2000 - 2008

- **Diamond Aircraft Industries** – engaged five HR vendors and managed a \$1M HR program, to address HR strategy, Sourcing, Training and Development, Performance Management, Compensation, Benefits, Policy and Procedures, Communications, Employment Branding and Operational Process Design.
- **Great-West Life** – led the Canada Life Technology Infrastructure Integration program, consolidating infrastructure delivery services of Canada Life with Great-West Life, with an \$18M budget, 18 projects, 125-person team. Delivered \$25M in synergies.
- **London Life** – led implementation of the technology platform to deliver a new life product for Great-West and London Life on Mackenzie Financials mainframe. \$1M budget, 30-person team.
- **London Life** – provided portfolio management leadership to the eBusiness and Distribution Client Technology program, delivering e-business and sales technology solutions. \$8M annual budget, 12 projects, 70-person team

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- **Great-West Life** – led the assessment of the outsourced web hosting platform, to determine cost, schedule and organisational implications of repatriation.
- **Great-West Life** – provided portfolio management services to the eBusiness Solutions Centre, serving Great-West, London Life, Canada Life and Investors Group. \$13M annual budget, 14 projects, 80-person team.
- **TV Works Canada** – designed and implemented organizational structure changes, performance management program and compensation program improvements for a 150-employee organization.
- **Trojan Technologies** – implemented organizational changes for European operations, a Leadership 360 Program for Canadian operations, and provided HR management consulting in leadership coaching, performance management and change management.
- **IBM** – led development of a deregulation-compliant service platform for London Hydro to support Ontario electricity deregulation.
- **Ministry of Labour, Employment Standards** – led development of a case management/workflow solution for Employment Standards provisioning for all providers and constituents
- **St. Lawrence Cement** – developed a full business process model for a US-based cement production facility, and a US-based slag-grinding production facility.
- **Nortel Networks** – developed a process model to support the Global Operations Solutions division, to address significant concerns regarding acquisition and integration volume and complexity.

London Life Insurance Co.

1986 - 2000

Performed progressively more responsible roles through my early career: Business Analyst, Software Developer, I.S. Project Manager, IS Consulting Specialist, HRIS Leader, HR Consultant

- Led the PeopleSoft HR implementation project, including redesign of HR business process
- Developed the HR program to support London Life's acquisition of Prudential Insurance, for the IS Technology Services division
- Developed and implemented an employee recruiting process, and recruited 90 I.S. professionals in 6 months
- Developed and executed the HR strategy for outsourcing the London Life Data Centre
- Developed and implemented the I.S. annual compensation process

EDUCATION

Edinburgh Business School, Heriot-Watt University	Masters, Business Administration	2014 - current
Western University	CIM Program	2011 - 2013
Fanshawe College	Data Processing Diploma	1988 - 1991
Humber College	Employee Benefits Certification	1987 - 1988
Life Office Management Association (LOMA)	LOMA 1&2	1986 - 1987
Role-specific programs		
• Coaching for Excellence	• Bates Project Management Methodology	
• Trusted Advisor	• Project Management Institute PMBOK	
• Emotional Intelligence in the workplace	• Kepner-Tregoe Project Management	
• Prosci Change Management Facilitation certification	• London Life Leadership Development Program	
• Covey's Great Leaders, Great Teams, Great Results	• Consulting Skills for the Human Resources Professional	
• Pritchett New Work Habits Facilitator Training	• Hammer Reengineering Strategies and Techniques, Implementing Major Change	
• Coaching and Counseling Skills		

VOLUNTEER AND OTHER ACTIVITIES

• Varsity Junior Mustangs Football, team manager	2015
• London Minor Lacrosse Association, team manager	2013
• Coldstream Soccer Association, various executive positions	2004 - 2012
• Published in Info-Tech Research Group, Managing Change and other papers	2004 - 2005
• Scouts of Canada, Leader and Group Committee chair	1998 - 2003

References available on request



PROFESSIONAL BIO

TONY SOARES

Currently, I'm a marketing and advertising Account Director at adHOME Creative located here in London. Through my professional career I've gained over 15 years of experience and creative solutions in my brand management role servicing a variety of clients. I began my career in Toronto working at some of the industry's more recognizable agencies including TBWA/Chiat Day, Publicis and McLaren McCann. During that time I managed campaigns and brand launches for Microsoft PC Games, Microsoft Xbox, Shoppers Drug Mart, Taco Bell, Nestlé (Stouffer's and Lean Cuisine), PowerBar, and T-Fal. I also managed the development of campaigns for Kids Help Phone, and WebAware.

I'm now in my 9th year at adHOME where I lead strategic planning and brand development for Maple Leaf Foodservice, Sifton Properties, Tender Tootsies, Steelway Building Systems, CertainTeed Insulation, St. Thomas Tourism/Elgin County and Big Night Restaurants (Bertoldi's, Dolcetto, McGinnis, Oarhouse). Other notable work includes the rebranding of the Western Fair District and management of their marketing campaigns for 5 years; the launch and branding of the Southwestern Ontario Tourism Commission (Ontario's Southwest) and managed their marketing campaigns for 3 years; the launch and branding of the Canada's London initiative,

Since moving to London I've contributed to the community by offering my skills on committees supporting the London Chamber of Commerce and Downtown London.



Dr. Christopher M. Schlachta
Bio 2016

Christopher Schlachta is Professor of Surgery and Professor of Oncology at the Schulich School of Medicine and Dentistry, Western University in London, Canada. He is also Medical Director of Canadian Surgical Technologies and Advanced Robotics (CSTAR) a technology development and simulation training centre owned by London Health Sciences Centre.

Dr. Schlachta is a graduate of McGill University (BSc '86, MDCM '90) who went on to train in General Surgery at Western and Advanced Laparoscopic Surgery at the University of Toronto. Dr. Schlachta began his practice at the University of Toronto, where he became Division Head of General Surgery at St. Michael's Hospital before being recruited to London for CSTAR in 2005. Dr. Schlachta, a reputed pioneer in minimally invasive, computer-assisted, surgery for gastrointestinal disease and oncology has been in practice for 17 years.

Dr. Schlachta's current research interests are focused on development of computer-assisted surgical techniques and technologies to enhance care and training. He has published over 250 abstracts and peer-reviewed journal articles and has gathered over \$10 million in peer-reviewed research support. He is a regular invited speaker at national and international surgical conferences. He is currently editing a textbook of colorectal surgery.

Dr. Schlachta has received numerous awards for educating medical students, surgery residents and practicing surgeons, including a Queen Elizabeth II Diamond Jubilee Medal recommended by the Canadian Medical Association.

Dr. Schlachta is a past President of the Canadian Association of General Surgeons and past Governor of the American College of Surgeons. He currently sits on the Board of Directors of the International Federation of Societies of Endoscopic Surgery (IFSES) and the Board of Governors of the Society of American Gastrointestinal and Endoscopic Surgeons (SAGES) for whom he is also Chair of the Telementoring Taskforce. He is also completing a 6-year term on the Board of the London Health Sciences Foundation.