

May 15, 2017

Mayor and Members of Council

Re: Appointment London Hydro Inc.

Please accept this letter, and resume as my application for consideration of appointment to the Board of Directors of London Hydro Inc.

As indicated, I have extensive background in all aspects of building and growing a sustainable public sector business/organization, this includes all aspects of a business's operations including governance, strategic planning, financial management, customer service (delivery) and labour relations.

Like most businesses, particularly in public sector (service) organizations London Hydro faces itself with a number of competing challenges impacting the sustainability of the current business model. These challenges include:

- the need to invest in maintaining and/or replacing aging infrastructure (delivery systems, lines poles etc.) providing hydro to consumers;
- revenue constraints – fees for the distribution of energy are fixed and set by the Ontario Energy Board which may or may not reflect expenditure pressures, declining revenues given the positive effect of conservation programs and alternative energy sources;
- legislative requirements to integrate renewable energy sources into distribution systems
- expectations/pressure from the Province to consolidate distribution networks; and
- local pressure/expectation to maintain control of hydro (distribution)

I look forward to the opportunity to work with the Board and the Administration in addressing the above and other challenges building on the experiences garnered over 30 years in public service.

I would welcome the opportunity of an interview.

Thank you for your consideration.

Larry Ducharme
May 15, 2017

APPLICATION FOR APPOINTMENT – BOARD OF DIRECTORS LONDON HYDRO INC

Applicant: Larry Ducharme

Address: 70 Garland Crescent
London, Ontario
N5V 1N5

Phone:

Email:

Occupation:

- Retired – currently doing volunteer work and limited consulting.

Work Experience

- 36 years with London Transit holding a variety of positions including General Manager (16 years) and Chief Financial Officer. As General Manager I was accountable- responsible for the building and growing of a dynamic sustainable public transit service and organization. This included over the term development of successive, progressive and deliverable four year corporate:
 - Business Plans
 - Financial Plans
 - Asset Management Plans
 - Service Plans
- 5 years at Fanshawe College – 2 years as College accountant - 3 years as the College's Internal Auditor
- 4 years teaching in Fanshawe College's Continuing Education Program
- 3 years as instructor and marker for the Certified Management Accountant Program

Education

- Certified Management Accountant/Certified Public Accountant - CMA/CPA designations
- Graduate - MacMaster University - Municipal Administration Diploma
- Association of Municipal Clerks and Treasurers – AMCT(A) designation

Skills/Abilities

- Knowledge, and experience associated with growing a dynamic and sustainable business and organization operating in the public domain
- Demonstrated solid skills pertaining
 - communication (oral and written);
 - process management;
 - labour relations including contract negotiations; and
 - financial management.
- Understanding and experience of both the internal and external dynamics impacting organizations – particularly in the public domain
- Significant experience and understanding working with community groups and elected and administrative personnel at municipal, provincial and federal levels of government on wide ranging policies and programs
- Working with Provincial and Federal authorities on matters of legislation re- new, review and amendment of existing and implementation of same e.g. Ontario Labour Relations Act, Accessibility for Ontarians Disability, Transit Specific Provincial Gas Tax Program, Provinces No Fault Insurance Program (pertaining to public transit) ..

Experience/Contributions Serving on Boards

- Board of Directors – short term placement LMHC – participating in the development of a new and Strategic Plan and renewal process

- 2 years as Member of Steering Committee – Ontario Centre for Transit Improvement – the focus of the Centre was on the development of productivity initiatives
- 3 years as an elected Board Member (and Treasurer) – Ontario Community Transportation Association (subsequently renamed Ontario Public Transit Association)
- 18 years as a Board Member of the Canadian Urban Transit Association (CUTA) including:
 - 14 years as Chair of the Ontario Regional Committee – representing Ontario transit systems in discussions/advocacy with various Ontario and federal government ministries and with the Association of Municipalities of Ontario and Federation of Canadian Municipalities;
 - 3 years as Chair of Ontario Public Transit Resource Committee – associated with the development of the transportation standard under the Accessibility for Ontarians with Disability Act;
 - 5 years as a member of the CUTA – Audit Committee;
 - 6 years as a member of the CUTA – Corporate and Individual Awards Selection Committee

Interest in Serving

- Continued desire and energy to be engaged in public service
- Applying and building upon the experience of serving in the public sector as an administrator or Board Member – supporting the building sustainable/successful organizations

Experience in Exchanging Views

- I have had considerable experience in the exchange of views, positions and understandings as evidenced by:
 - As General Manager of LTC working with a variety of stakeholders supporting the organization and transit service specifically – community groups, employee groups, Commission members, and elected officials (all three orders of government)
 - Being an active member on various Boards there was many discussions with peer Board members, constituents and various provincial, federal and or local elected officials and administrative staff dealing with a variety of directional and or legislative issues, policies and programs.

Other

- Recipient of W.G. Ross Lifetime Achievement Award – the award recognizes the outstanding and consistent effort of a transit employee over a minimum of 25 years of service who through dedication and commitment has led to the advancement and better of public transit industry as a whole at the local, provincial and national level.
- Recipient of the Queen Elizabeth II Diamond Jubilee Medal – the award recognizes ones dedicated service to peers, community and Canada
- Presenter/lecturer at conference and professional development sessions relating to the development and delivery of public transit services re policy and program development, process management and labour relations
- Over the years – coached/managed youth baseball and hockey teams
- From the mid-1970's to mid-1980's served on the Board, in a variety of positions including Chair and Treasurer of a Condominium Corporation
- Serve as a volunteer providing outside and inside maintenance and repair of homes/property for a number of seniors with disabilities assisting them with staying in their homes.

Larry Ducharme