

# WHO CONTROLS TORONTO? THE PEOPLE OR THE DEVELOPERS?

A REPORT ON DONATIONS BY THOSE  
WITH TIES TO THE DEVELOPMENT  
INDUSTRY IN THE 2018 TORONTO  
MUNICIPAL ELECTION

## METHODOLOGY

WE INCLUDED THE BELOW  
SECTORS/INDUSTRIES/PROFESSIONS  
BECAUSE WE BELIEVE THEY HAVE A  
VESTED FINANCIAL INTEREST IN THE  
SUCCESS OF THE DEVELOPMENT  
INDUSTRY, OVER SOCIAL OBJECTIVES  
SUCH AS HOUSING & ECONOMIC WELL  
BEING OF THE MOST VULNERABLE  
PEOPLE IN TORONTO:

"BROADLY, DEVELOPER CONNECTED DONATIONS INCLUDE PEOPLE  
WORKING AS REAL ESTATE AGENTS, LAWYERS FOCUSED ON REAL  
ESTATE WHO'S INCOME DEPENDS ON THE DEVELOPMENT INDUSTRY,  
REAL ESTATE INVETORS, HOME BUILDERS, COMPANIES THAT LEASE  
OR SELL CONSTRUCTION MACHINES, ARCHITECTURE FIRMS THAT  
WORK ON MULTI-RESIDENTIAL BUILDINGS, CONSULTING FIRMS THAT  
WORK WITH DEVELOPERS AND CONSTRUCTION OR CONTRACTORS  
THAT FOCUS ON HOME BUILDING"



OCTOBER 2021

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# Executive Summary

In 2018's election for Toronto City Council Toronto over four million dollars was donated to the winning candidates alone, not to mention countless other donations to those who lost or dropped out. The election was a strange one, with newly elected Premier Doug Ford intervening mid-election to cut the number of wards eligible for representation on council in half, from 47 to 25.

Of the 23 councillors elected, who still sit on council, to represent all Torontonians, donations totalled \$2,776,359 and Mayor John Tory received \$1,288,650 in donations to his campaign for reelection. This money all came from private donors, who did not necessarily live in the City but who were motivated to play a role in who would make important decisions on how the city was run for the next four years.

ACORN members, and all Torontonians, expect to have their voices listened to when it comes to decisions at city council. Most people in the city want an affordable city that is focused on equity, justice, and dignity. And yet ACORN members are also worried that the 5,504 donations that elected councillors received in 2018, and the people that made those donations, wield a disproportionate influence on how the city runs and who controls the priorities and decisions made at city hall.

As of July 2018, the City of Toronto had a population of 2,956,024 and yet only 5,504 donations were made to the municipal election. This means that approximately 0.2% of the population contributed to the campaigns of winning councillors. A small minority who wield a disproportionate amount of influence at city hall.

Over one third, 34% of the total contribution amount made last election came from people with personal or professional ties to the development industry. Of all donors, 24% of the people who donated had personal or professional ties to the development industry. These donations came from people connected to firms, industries or businesses with financial interests in the building, selling, and planning of properties and buildings. We do not believe any other industry is as invested in donating to municipal elections, nor in helping to elect or trying to influence who is elected to council and then regulates planning and development in the city.

Some stark examples stick out:

- 34% of monies donated to candidate that won their election came from people with ties to the development industry
- We sampled 93% of contributions made to the Mayor's campaign and found that 38% of the amount contributed came from people with ties to the development industry.
- The City of Toronto has a population of 2,956,024 and yet only 5,504 donations were made to candidates who won the municipal election. This means that approximately 0.2% of the population contributed financially to election campaigns of victorious candidates for city council
- For donations to councillors the sit on the Executive Committee, 39% of the total amount contributed came from donors with ties to the development industry
  - \$2,561,799.50 in donations came in for councillors who sit on the Executive Committee, of which \$987,107.50 of which came from donors with ties to the development industry
  - While 32% of donors to this committee had ties to the development industry, 39% of total contributions came from those donors

By utilizing our meagre resources, paid staff and volunteer army to painstakingly research each individual donor on publicly available financial disclosure statement from the City of Toronto's election department we have been able to create this report which classifies almost every donation made to our currently elected city councillors (excepting Ward 22, Scarborough-Agincourt, which had a byelection in 2020).

The size and scale of donations by those with ties to the development industry is deeply concerning. This begs the question of who controls the city, people or developers?

# What is ACORN?

ACORN (Association of Community Organizations for Reform Now) Canada is a multi-issue, membership-based community union of low- and moderate-income people. We believe that social and economic justice can best be achieved by building community power for change. Each member has a vote, and only members speak for the organization and have the authority to set the policy and determine the tactics of each group.

Our local and national boards are elected directly from our membership.

We have a long and deep history of organizing in low- and moderate-income neighbourhoods, fighting and winning change through a variety of means - including door knocking; petitioning; local, regional, and national meetings (both internal and public forums); and last but not least, peaceful direct actions - all building power in the process.

We have over 140,000 members organized into twenty-four neighbourhood chapters in nine cities across Canada. We have three levels of membership. Full members pay \$15/month; associate members chip in what they can; provisional members join the vision of the organization. General community members wanting to participate are always invited to our community events!

Since 2004 we have won several important victories including payday lending legislation, raises in the minimum wage, housing rights by-laws across the country, affordable internet programs, disability rights and more.



# Key Findings

**\$4,065,009** = TOTAL FUNDS RAISED BY THE MAYOR AND COUNCILLORS IN THE 2018 ELECTION



**\$1,374,725** = TOTAL FUNDS CONTRIBUTED BY PEOPLE WITH TIES TO THE DEVELOPMENT INDUSTRY

**24 OF 24**



MEMBERS OF COUNCIL ELECTED IN 2018 TOOK MONEY FROM THE DEVELOPMENT INDUSTRY

**9 OF 9**



MEMBERS OF THE PLANNING AND HOUSING COMMITTEE TOOK MONEY FROM DEVELOPERS

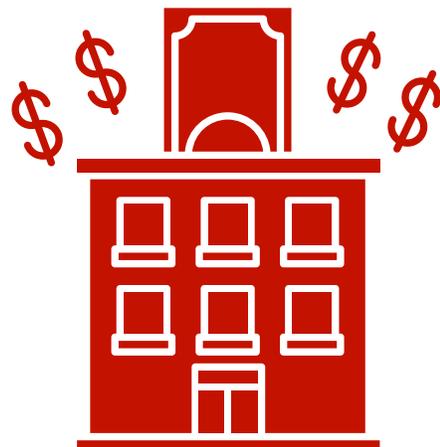


**29.3%**

OF MONEY RAISED BY PHC MEMBERS CAME FROM THE DEVELOPMENT INDUSTRY

**10 OF THE 25**

MEMBERS OF COUNCIL ELECTED IN 2018 HAD LARGE SCALE FUNDING FROM DEVELOPER DONATIONS  
(MEANING MORE THAN 30% OF THEIR FUNDS CAME FROM PEOPLE WITH TIES TO THE DEVELOPMENT INDUSTRY)



# The Executive Committee

The most important committee at City Council is the Executive Committee. This is a committee made up of councillors, chosen by the mayor, that have ultimate decision making authority. It is colloquially known as the Mayor's committee and is chaired by the Mayor. The Executive Committee is primarily made up of councillors who were funded by the development industry. James Pasternak, who received the most donations from developers, sits on this committee. Those who did not receive donations from developers seem to be cut off from this all important committee.

On the Mayor's Executive Committee:

- Councillor Ainslie, 21% of the amount contributed came from donors with ties to the development industry
- Councillor Bailão, 42% of the amount contributed came from donors with ties to the development industry
- Councillor Crawford, 43% of the amount contributed came from donors with ties to the development industry
- Councillor McKelvie, 28% of the amount contributed came from donors with ties to the development industry
- Councillor Minnan-Wong, 32% of the amount contributed came from donors with ties to the development industry
- Councillor Pasternak, 59% of the amount contributed came from donors with ties to the development industry
- Councillor Thompson, 40% of the amount contributed came from donors with ties to the development industry
- Mayor Tory, 38% of the amount contributed came from donors with ties to the development industry

# Developer Connected Donations to the Executive Committee, 2018



**Paul Ainslie**

Developer Connected  
Contributions:  
\$8,300



**Ana Bailão**

Developer Connected  
Contributions:  
\$39,250



**Gary Crawford**

Developer Connected  
Contributions:  
\$32,950



**Jennifer McKelvie**

Developer Connected  
Contributions:  
\$13,700



**Denzil Minnan-Wong**

Developer Connected  
Contributions:  
\$32,950



**James Pasternak**

Developer Connected  
Contributions:  
\$40,800



**Michael Thompson**

Developer Connected  
Contributions:  
\$46,203



**John Tory**

Developer Connected  
Contributions:  
\$866,955

# Methodology

We pulled the Financial Disclosure Statements of all city councillors elected and still on council from the last 2018 municipal election

We searched for any public information on their names.

If we could not find them or were unable to determine who they were or which industry they worked in after finding some results through internet searches, we classified them as "Can't Find".

Multiple staff or volunteers checked each classification in the database, and would mark as 'yes' donors that were found to have professional or personal ties to the development industry.

If donors were found and had no ties to the development industry, then they were marked as 'no'.

# What is a Development Industry Donation?

Broadly, we consider a developer connected donation, or development industry donation, to be a contribution which we determined very likely to have been made by an individual who is an executive, owner, representative, manager, senior staff member, or other major stakeholder in the real estate development, property management, and infrastructure industries, and any contractors, consultants, legal or financial services related to residential construction.

We considered people with ties to the development industry to include those who work at development firms or in decision making roles with large construction companies. As well, we considered people working as real estate agents, or lawyers focused on real estate who's income depends on the development industry to have professional ties and financial interest in the financial success of the development. Other sectors, jobs, or industries that we flagged as 'yes' included real estate investors, home builders, companies that lease or sell large construction machines, architecture firms that work on multi-unit residential buildings, consulting firms that work with developers, real estate investors, and construction or contractors that focus on home building.

We also flagged family members and spouses of donors with ties to the development industry. If a donor was flagged as 'yes' for ties to the development industry then we would also mark family members and spouses that donated as 'yes' for having personal ties to the development industry.

The list of contributors which we searched through was found in lists provided in Schedule 1 of the Financial Statement for each winning candidate who still sits on city council, in the 2018 Toronto Municipal Election.

Each donor was researched thoroughly, to try and ascertain whether or not they had ties to the development industry. This research was done using statements and agendas public on the City of Toronto website, as well as information found on publicly available online resources such as: company websites, planning applications made to the city, databases such as Tarion Builder Registry, newspaper articles, publicly accessible lobbying records and social media pages such as LinkedIn.

We also used address information provided about each donor to compare in order to determine whether or not there were personal or familial relations between donors who had been identified as having ties to the development industry. These relations were also researched and identified using online publications such as published articles or social media pages. There were numerous examples of multiple donations to the maximum limit made to candidates by members of the same household or family.

We used spreadsheet formulas to cross-check donors across all councillors and the mayor's disclosure forms, which would flag donors that donated to more than one campaign.

Our report database tallied up the total number of donors, as well as total amount raised and compared that to the number of donors with ties to the development industry as well as the total amount contributed by donors with ties to the development industry. We used that comparison to come up with a percentage of donors and a percentage of contributions to the campaigns of those who won election overall, which came from donors with ties to the development industry. These totals were also listed in Schedule 1 of the Financial Statement.

# Limitations & Margin of Error

The purpose of this report and database was to provide ACORN members, and Torontonians in general, with a better understanding of the role that the development industry plays in decision making at City Hall, through financial involvement in election campaigns. The report tries to articulate as comprehensively and accurately as possible, every single campaign contribution by those who have an interest in development in Toronto. That being said, there are limits to what can be determined.

There will of course be errors due to the lack of information available on the internet and being unable to discern who certain donors are. Many donors simply could not be found through online searches, 16% of all donors were marked as 'Can't Find'. Some Councillors had particularly high numbers of donors we could not find, such as Councillor Lai (49%), Councillor Thompson (38%) and Councillor Filion (38%).

Because of this, many donors may not be accurately identified and the database and report is likely incomplete. We believe that many more donors who fit the bill for having ties to the development industry do exist, and will be identified as more information is found. We hope that the database we made will be improved in time due to increased interest in the issue and awareness of our report.

# Discussion

In 2016, the Provincial Liberal Government introduced Bill 68 to try and limit the influence of the development industry. The Bill banned corporate donations as well as union donations, and allowed 'third party advertisers'. The allowance of 'third party advertisers' meant that businesses or other groups could release ads related to the municipal election. But they would also need to register the same way candidates do and be subject to their own financing rules. Other groups have noted that there are loopholes in the Bill: not only does it permit corporations to be third party advertisers, it also raised the individual contribution limit by 60% from \$750 to \$1200.

Developers continue to play a large role in Federal, Provincial and Municipal politics. This is largely due to inadequate election financing laws that in the long term allow developers to pave over local planning rules and prioritize development industry profit over community input and control. The more pro-developer local city councillors are, the more difficult it is for the public and community to succeed in pushing their priorities.

We've seen influence of developers in city policies for example, Open Door, Housing Now, and Inclusionary Zoning. For Open Door, a policy that gives incentives and tax breaks to developers who receive city funds, the public demanded rent controlled units while developers and their council allies resisted community demands.

Furthermore, when the City of Toronto opened up development of public lands advocates pushed for the entirety of the site to be rental housing. There was also a push for 50% of the sites to be affordable rental, and yet the City of Toronto moved forward with a program that saw 66% of sites open to private market developers.

Finally, there will be a final vote on an affordable housing policy in October 2021 on a policy called Inclusionary Zoning. Housing advocates have pushed for a policy that maxes out what is feasible in terms of requirements of affordable housing in new developments. However, the development industry has pushed back and minimized what is currently being proposed.

These are a few, but important, examples of the leverage that the development industry wields due to its financial influence in municipal elections.

# Conclusion

This report and research database has sought to dive into the reasons behind why donors contribute to campaigns for city council. Some may argue that a donation to a campaign is meaningless, or without malice; basically a sign that the donor supports the candidate with no expectation of reciprocity. These people may argue that financial contributions are signs of support, and nothing more.

However, this ignores that not all residents of the city have the means to contribute financially to candidates. Most people express their support through their vote, not donations. Furthermore, the source of a candidate's contributions can let the public know about who and what they will stand for, because contributions from one individual can lead candidates a certain way or nudge them to support or consider certain policies.

Reforms are needed, however reforms will not remove the influence of developers in city hall. We see the role of private development in city processes on a day to day basis. City policies depend upon the existence of developers.

If we wish to regain control of our city, our communities and neighbourhoods then we must organize and push back.

# Overview of Findings

Table 1: Total Campaign Contributions and Development Industry Contributions

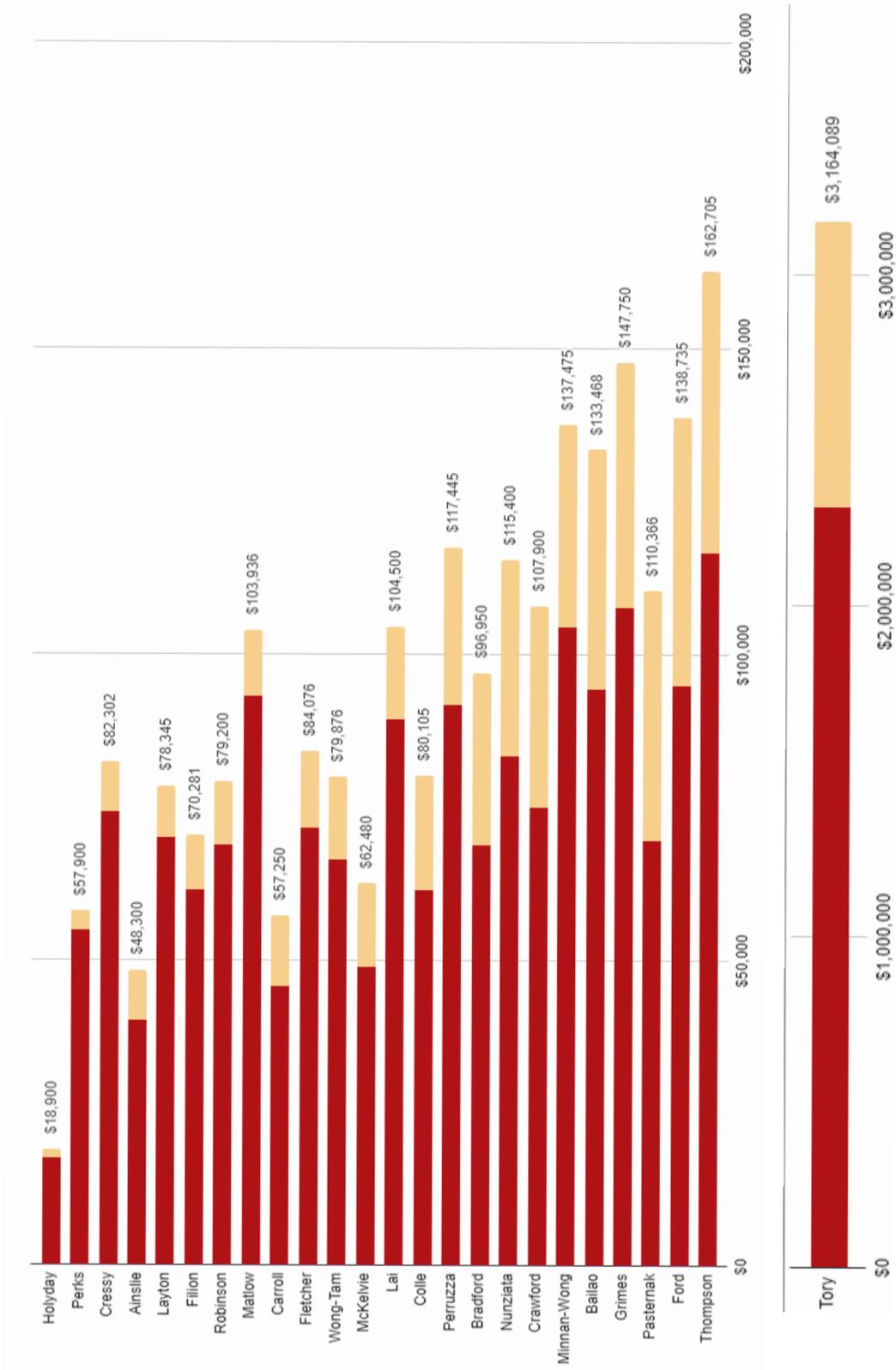
Councillor	Ward	2018 Funds Raised	Development Industry Contributions	Development Industry Contributions as % of Total Funds
Tory	Mayor	\$2,297,134	\$866,955	38%
Thompson	Scarborough Centre	\$116,503	\$46,203	40%
Ford	Etobicoke North	\$94,830	\$43,905	46%
Pasternak	York Centre	\$69,566	\$40,800	59%
Grimes	Etobicoke-Lakeshore	\$107,600	\$40,150	37%
Bailao	Davenport	\$94,218	\$39,250	42%
Minnan-Wong	Don Valley East	\$104,525	\$32,950	32%
Crawford	Scarborough Southwest	\$74,950	\$32,350	43%
Nunziata	York South-Weston	\$83,350	\$32,050	38%
Bradford	Beaches East York	\$68,650	\$28,300	41%
Perruzza	Humber River-Black Creek	\$91,633	\$25,813	28%
Colle	Eglinton-Lawrence	\$61,355	\$18,750	31%
Lai	Scarborough-North	\$89,200	\$15,300	17%
McKelvie	Scarborough-Rouge Park	\$48,780	\$13,700	28%
Wong-Tam	Toronto Centre	\$66,276	\$13,600	21%
Fletcher	Toronto-Danforth	\$71,526	\$12,550	18%
Carroll	Don Valley North	\$45,650	\$11,600	25%
Matlow	Toronto-St. Paul's	\$93,036	\$10,900	12%
Robinson	Don Valley West	\$68,650	\$10,550	15%
Filion	Willowdale	\$61,281	\$9,000	15%
Layton	University-Rosedale	\$69,945	\$8,400	12%
Ainslie	Scarborough-Guildwood	\$40,000	\$8,300	21%
Cressy	Spadina-Fort York	\$74,052	\$8,250	11%
Perks	Parkdale-High Park	\$54,750	\$3,150	6%
Holyday	Etobicoke Centre	\$17,550	\$1,350	8%
<b>Totals</b>		<b>\$4,065,009</b>	<b>\$1,374,125</b>	<b>34%</b>

Table 2: Full Breakdown of Contributions, Including # of Donors, and % of Donors Researchers Couldn't Find

Councillor	# of Donors	# of Can't Find	% of Can't Find	Can't Find Amount	# of Devs*	% of Devs*	Donor Amount	Dev.* Amount	% Dev.* Amount
Tory	2186	23	1%	\$258,725	640	29%	\$2,297,134	\$866,955	38%
Thompson	141	54	38%	\$43,525	53	38%	\$116,503	\$46,203	40%
Ford	104	23	22%	\$18,350	42	40%	\$94,830	\$43,905	46%
Pasternak	102	19	19%	\$13,068	51	50%	\$69,566	\$40,800	59%
Grimes	104	18	17%	\$19,100	37	36%	\$107,600	\$40,150	37%
Bailao	151	23	15%	\$16,600	57	38%	\$94,218	\$39,250	42%
Minnan-Wong	143	32	22%	\$23,625	42	29%	\$104,525	\$32,950	32%
Crawford	104	32	31%	\$23,850	43	41%	\$74,950	\$32,950	44%
Nunziata	122	39	32%	\$28,500	45	37%	\$83,350	\$32,050	38%
Bradford	121	11	9%	\$5,400	41	34%	\$68,650	\$28,300	41%
Perruzza	127	32	25%	\$19,520	34	27%	\$91,633	\$25,813	28%
Colle	119	37	31%	\$16,455	25	21%	\$61,355	\$18,750	31%
Lai	248	122	49%	\$46,460	48	19%	\$89,200	\$15,300	17%
McKelvie	125	13	10%	\$3,100	31	25%	\$48,780	\$13,700	28%
Wong-Tam	157	20	13%	\$11,100	22	14%	\$66,276	\$13,600	21%
Fletcher	196	35	18%	\$10,175	24	12%	\$71,526	\$12,550	18%
Carroll	97	26	27%	\$12,650	16	16%	\$45,650	\$11,600	25%
Matlow	216	56	26%	\$27,625	16	7%	\$93,036	\$10,900	12%
Robinson	136	38	28%	\$19,350	16	12%	\$68,650	\$10,550	15%
Filion	173	66	38%	\$23,280	15	9%	\$61,281	\$9,000	15%
Layton	189	42	22%	\$15,975	16	8%	\$69,945	\$8,400	12%
Ainslie	75	24	32%	\$13,700	11	15%	\$40,000	\$8,300	21%
Cressy	177	60	34%	\$26,875	14	8%	\$74,052	\$8,250	11%
Perks	157	28	18%	\$10,650	6	4%	\$54,750	\$3,150	6%
Holyday	34	2	6%	\$1,250	4	12%	\$17,500	\$1,350	8%
<b>Totals</b>	<b>5,504</b>	<b>875</b>	<b>16%</b>	<b>\$709,008</b>	<b>1,349</b>	<b>25%</b>	<b>\$4,065,009</b>	<b>\$1,374,725</b>	<b>34%</b>

\*Devs = Developers

Figure 1: City Councillor's Total Funds Raised and Donations by Individuals Associated with the Development Industry



# Councillors With The Most Contributions From Developers

Detailed profiles of City Councillors who received more than 30% of their campaign contributions from people with ties to developers



**Michael Thompson**

*Ward 21 - Scarborough Centre*

<b>Total Funds Collected</b>	\$116,503	
<b>Development Industry Contributions</b>	\$46,203	40%
<b>Number of Donors</b>	141	38%
<b>Number of Donors With Ties to Development</b>	53	
<b>Notable Appointments</b>	Economic and Community Development Committee, Chair Executive Committee, Member Deputy Mayor, Non-Statutory Destination Toronto, Board Member Centennial College Board of Governors, Board Member	



## Michael Ford

*Ward 1 - Etobicoke North*

<b>Total Funds Collected</b>	\$94,830	
<b>Development Industry Contributions</b>	\$43,905	46%
<b>Number of Donors</b>	104	40%
<b>Number of Donors With Ties to Development</b>	42	
<b>Notable Appointments</b>	Economic and Community Development Committee, Member Audit Committee, Member Exhibition Place Board of Governors, Vice Chair Toronto Police Services Board, Member Striking Committee, Member Greater Toronto Airports Authority (GTAA) Consultative Committee, Member	



## James Pasternak

*Ward 6 - York Centre*

<b>Total Funds Collected</b>	\$69,566	
<b>Development Industry Contributions</b>	\$40,800	59%
<b>Number of Donors</b>	102	50%
<b>Number of Donors With Ties to Development</b>	51	
<b>Notable Appointments</b>	Executive Committee, Member Infrastructure and Environment Committee, Vice Chair North York Community Council, Chair Toronto and Region Conservation Authority, Board Member	



## Mark Grimes

*Ward 3 - Etobicoke-Lakeshore*

<b>Total Funds Collected</b>	\$107,600	
<b>Development Industry Contributions</b>	\$40,150	37%
<b>Number of Donors</b>	104	36%
<b>Number of Donors With Ties to Development</b>	37	
<b>Notable Appointments</b>	Economic and Community Development Committee, Vice Chair Etobicoke York Community Council, Chair Exhibition Place Board of Governors, Chair and is also the Mayor's designate	



## Ana Bailão

*Ward 9 - Davenport*

<b>Total Funds Collected</b>	\$94,218	
<b>Development Industry Contributions</b>	\$39,250	42%
<b>Number of Donors</b>	151	38%
<b>Number of Donors With Ties to Development</b>	57	
<b>Notable Appointments</b>	Executive Committee, Member Planning and Housing Committee, Chair Deputy Mayor, Non-Statutory CreateTO Board of Directors, Member Toronto Community Housing Corporation, Board Member Federation of Canadian Municipalities Social Economic Development Committee, Chair Federation of Canadian Municipalities 2020 Steering Committee, Member	



## **Denzil Minnan-Wong**

*Ward 16 - Don Valley East*

<b>Total Funds Collected</b>	\$104,525	
<b>Development Industry Contributions</b>	\$32,950	32%
<b>Number of Donors</b>	143	29%
<b>Number of Donors With Ties to Development</b>	42	
<b>Notable Appointments</b>	Executive Committee, Member Deputy Mayor, Statutory Infrastructure and Environment Committee, Member Striking Committee, Chair Collective Bargaining Subcommittee, Chair Civic Appointments Committee, Mayor's designate as Chair Toronto Hydro Corporation, Board Member Toronto Transit Commission, Board Member	



## **Gary Crawford**

*Ward 20 - Scarborough Southwest*

<b>Total Funds Collected</b>	\$74,950	
<b>Development Industry Contributions</b>	\$32,350	43%
<b>Number of Donors</b>	104	40%
<b>Number of Donors With Ties to Development</b>	42	
<b>Notable Appointments</b>	Budget Committee, Chair Executive Committee, Member Collective Bargaining Subcommittee, Member Debenture Committee, Member Exhibition Place Board of Governors, Member Striking Committee, Member TO Live Board of Directors, Vice Chair and the Mayor's designate	



## Frances Nunziata

*Ward 5 - York South-Weston*

<b>Total Funds Collected</b>	\$83,350	
<b>Development Industry Contributions</b>	\$32,050	38%
<b>Number of Donors</b>	122	37%
<b>Number of Donors With Ties to Development</b>	45	
<b>Notable Appointments</b>	Planning and Housing Committee, Member General Government and Licensing Committee, Member Budget Committee, Member Collective Bargaining Subcommittee, Member Audit Committee, Member Toronto Community Housing Corporation, Board Member	



## Brad Bradford

*Ward 19 - Beaches-East York*

<b>Total Funds Collected</b>	\$68,650	
<b>Development Industry Contributions</b>	\$28,300	41%
<b>Number of Donors</b>	121	34%
<b>Number of Donors With Ties to Development</b>	41	
<b>Notable Appointments</b>	Planning and Housing Committee, Member Budget Committee, Member Board of Health, Member Toronto Atmospheric Fund Board of Directors, Member Toronto Parking Authority, Board Member Toronto Transit Commission, Board Member	



## Mike Colle

Ward 8 - Eglinton-Lawrence

<b>Total Funds Collected</b>	\$61,355	
<b>Development Industry Contributions</b>	\$18,750	31%
<b>Number of Donors</b>	119	21%
<b>Number of Donors With Ties to Development</b>	25	
<b>Notable Appointments</b>	Infrastructure and Environment Committee, Member Federation of Canadian Municipalities (FCM) Board of Directors, Member Heritage Toronto Board of Directors, as the Mayor's designate	



## John Tory

Mayor

<b>Total Funds Collected</b>	\$2,297,134	
<b>Development Industry Contributions</b>	\$866,955	38%
<b>Number of Donors</b>	2186	29%
<b>Number of Donors With Ties to Development</b>	640	
<b>Notable Appointments</b>	Executive Committee, Chair Audit Committee, Ex-Officio Member Board of Health, Ex-Officio Member Civic Appointments Committee, Ex-Officio Member Economic and Community Development Committee, Ex-Officio Member General Government and Licensing Committee, Ex-Officio Member Infrastructure and Environment Committee, Ex-Officio Member Planning and Housing Committee, Ex-Officio Member Special Committee on Governance, Ex-Officio Member Striking Committee, Ex-Officio Member Toronto Police Services Board, Board Member	

