

Committee: **Board of Directors, London Hydro**

Organization/Sector represented: N/A

Name: **Paul A. W. Hayman**

Address:

**21446 Denfield Rd
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Occupation: **Business Executive**

Work experience: **I have devoted my professional life to leading growth oriented, customer centric organizations in the housing sector, mentoring professional managers and leaders and creating collaborative and strategic solutions for complex community challenges. Currently I am building a privately held holding company that is acquiring growing mid-market companies in the housing industry. Included in this portfolio is a start-up, fivewalls Inc. which is focused on bringing advanced technological solutions into the residential real estate sector. In addition I consult a select group of CEO's. I recently completed a term as lecturer and Entrepreneur-in-Residence with the Ivey Business School. Prior to 2012, I lead FirstService Corporation's Contractor Network Division, which included Field Asset Services Inc. and TenantAccess Inc. During this period, the two companies experienced rapid growth by successfully scaling the organizations to meet the demands of the housing crisis in the United States. The division provided field services to over 125,000 scattered single family homes and provided property management and rental services to an additional 10,000 homes and residents. It was at this time I also founded and lead the Single Family Residential Rental Think Tank for the United States. The organization was devoted to finding creative private and public housing solutions for devastated communities during the housing crisis. For twenty-seven years, I held various senior executive positions within FirstService Corporation. These included the Executive Vice President (EVP) of The Franchise Company (TFC), which grew from \$40 million to \$1.6 billion in system-wide sales. As EVP I would frequently serve additional positions within TFC. These included CEO of Pillar to Post Home Inspection, founder of the California Closets franchise group, CEO of College Pro Painters, President of CertaPro Painters Canada, President of TLS and Director of the Executive Leadership Development Program. As Director and founder of the Leadership Program, I developed much of the company's executive and senior management leadership training and professional development curriculum. The Leadership Development Program was focused on building core skills and EQ to enable a spontaneous learning organization Over the past thirty years of my professional life I have committed myself to three main causes: One, understanding and strategically leading organizations which are the forerunners in their industry, Two, understanding and responding to the collective needs of everyday families who want to enjoy the benefits of living in a home whether they are an owner or renter, Three, understanding and improving the dynamics of meaning in the workplace enabling a successful, well-functioning organization as well as a rewarding, sustainable professional life for managers and executives.**

Education: **i. Ivey Business School HBA Graduate, 1981 ii. Canadian Institute of Chartered Accountants, 1984**

Skills: **In general I have a broad level of experience in multiple areas which fit very closely with the London Hydro's objectives A. Extensive experience and knowledge in leading large customer centric operations with residential and business customers i. Servicing the residential homeowner ♣ EVP of TFC Inc. for over 250,000 North American residential customers. I understand the homeowner's challenges (\$1.2 billion system wide sales) ii. Servicing large businesses in a B-B environment ♣ President of Contractors Network – \$400 million in large contracts with the big five USA banks iii. Communicating with today's customer (especially the millennial) using modern channels ♣ Founder and CEO of fivewalls Inc. a 2 sided marketplace model (like Uber) which involves extensive internet marketing and social media presence iv. Leading large numbers of people in multiple locations ♣ 25,000 employees and subcontractors serviced with regional offices in all major North American cities ♣ Development of management processes to drive critical KPI's v. Recently build a web application from ground up to a functioning, live product – persona building, release planning, sprint meetings, UX and UI testing, ongoing AB testing and focus groups B. Created and lead the leadership development program for TFC Inc. i.**

Program was focused on middle managers to senior leaders professional development (approximately 400 in group) ii. Objectives were: building a learning organization culture, developing the soft skills of managers, enabling the sustainability and scaling of the organization through people development C. Board Level Experience i. Various private sector board appointments (5) ii. Chair of the Single Family Residential Think Tank for United States iii. Chair of See The Line – Concussion Research and Awareness iv. Chair of YPO Western Ontario v. Chair of Engage London D. Experience in acquisitions, mergers and start-ups: i. Completed 7 start-ups – 5 successful and 2 unsuccessful ii. Operational executive involved in 23 acquisitions & mergers E. Experience in the Political Process i. Had a bill sponsored and tabled in USA Congress ii. Successfully obtained joint Housing Finance Committee approval of the Congressional bill

Interest reason: My family roots in London go back to the 1880's when my great grandfather founded John Hayman and Sons Construction. My father, John Hayman ran the city parks in the 1950's. I attended Western and I have lived in London since 1987. London is home. Since co-founding Engage London in conjunction with the London Community Foundation and subsequently chairing the committee I have been giving back to London. I have had the good fortune to have vast professional experiences and believe I can help London to be a great city. London Hydro is very interesting because of the impact it has on every resident and business in London. In addition, I find the initiatives towards people and technology to be a good fit with my passion and my experience. And finally, the provincial desire to enable a consolidation of Hydro organizations is intriguing for me. I find the acquisition and merger world very interesting and stimulating.

Contributions: My responses to the earlier questions covers a large portion of this question. In summary I believe I will bring: • Innovative thinking – operational and strategic • Strong customer orientation and experience • Strong professional development orientation and experience • Significant understanding of the challenges and opportunities a CEO faces (I have been a President or CEO of 10 companies over my 35 years of professional life and I have coached 10+ Presidents or CEO's in the last 15 years) • In tune with the modern communication channels of today • Leadership perspective - very comfortable in business environments with \$1.0 + billion in revenue and 10,000 + employees

Past contributions: i. Chair of See The Line This organization was formed to enable a collaborative of researchers, hospitals, foundations and educators to establish London Ontario as a hub for concussion research. In just our third year of existence we were able to obtain a \$500,000 matching grant from the NHLPA. We also had over 1,000 people attend our annual symposium series in August 2015. ii. Chair of Single Family Residential Rental (SFRS) Think Tank During the housing crisis in USA I formed and chaired the SFRS to enable America to bring alternative housing solutions to the foreclosure crisis. This Think Tank involved, US Treasury, Obama Administration, FHA, Goldman Sachs, Morgan Stanley, Bank of America, Meryl Lynch, Urban League, NOAHA and a number of private operators. Over the course of two years the SFRS opened dialogue between these diverse groups. One of the most significant spin-offs was the creation of a new capital asset class – Single Family Residential Rentals.

Interpersonal: I believe the most rewarding professional life is engaging on a vision and with a group of outstanding individuals. Individuals who, not only bring unique skill sets but, also are all very strong in processing in a collaborative thought provoking way. My last 25 years of my professional life has been engaged in this manner. This perspective has enabled me to chair innovative organizations such as See The Line and Single Family Residential Rentals Think Tank. It has enabled me to be a successful CEO in various businesses. It has enabled me to facilitate leadership and development sessions which allow managers and leaders to excel in their profession. I have enjoyed a terrific set of professional experiences. I believe it has been the result of bringing a high level of consciousness to the table and some luck too. I am very aware of the need to enable every voice, every individual to express themselves. In my professional experience it is frequently the dissenting voice which brings a new and different level of thinking to the discussion, to the solution. Based on my understanding of how the London Hydro board functions, I believe I will thoroughly enjoy the experience and be able to make a very meaningful contribution.

Interview interest: Yes