

Committee: **London Hydro Board of Directors**

Organization/Sector represented: **Management Education**

Name: **Trevor Hunter**

Occupation:

Associate Professor of Management

Work experience:

I have taught management, international business and governance at King's for nearly 20 years. During that time, I have also provided governance training and consulting to many for and not-for-profit organizations in and around London and taught governance courses through organizations like Western's Faculty of Continuing Studies, London Community Foundation, London and Middlesex United Way Emerging Leaders program and Pillar Non-profit Network.

Education:

BA (Honours Sociology) - King's University College MBA - Ivey School of Business PhD - Ivey School of Business

Skills:

I am a recognized expert governance consultant, practitioner and thought leader within the London community. Other than an engineering background, I possess all the characteristics being sought for this position and I truly believe I am the best fit. As professor of management I have made a career teaching the functional areas of management including finance, accounting, human resources and strategic planning. I provide strategic planning and governance consulting to businesses and non-profits. My reputation as an educator and consultant is based on integrity and honesty. I have a strong understanding of both the utility industry, the core business of London Hydro and economic development in the City of London, as I have researched and written about the industry and London Hydro specifically in numerous studies. I have investigated and identified the impact London Hydro has on London's economic development and how it compares to other regional utility companies in three studies I wrote for the London Economic Development Corporation. This work was specifically cited in a study the City commissioned from KPMG in March 2014, as being "used to establish the strategic direction that LEDC is following" and that changing that strategy would be "detrimental to the City's economic development interests." I have held many leadership positions over my career. I have led my academic unit for more than six years. I have been chair or vice-chair of three non-profit organizations, including one I co-founded. Over the years, in these roles, I have interacted and worked with city officials and other arms-length governmental organizations regularly. I have practiced corporate stewardship and risk management in heavily regulated and competitive environments. The notions of compliance obligations and transparency are part of how I think as a board member.

Interest reason:

To say that London Hydro plays an important role in the London community is an understatement. As one of London's largest assets, London Hydro is the linchpin to so many vital activities and processes. It quite literally powers the City's social and economic development. London Hydro helps unleash the potential of our citizens and organizations. It provides security and comfort. It powers the gateways to learning, knowledge creation and innovation. Who wouldn't want to be part of an organization that touches nearly every aspect of our city? I have a lot of board experience and expertise and I feel I have a responsibility to help our community by using the skills I possess. If I am selected to be a director I could help London Hydro be the best it can be for the City and, indirectly, help multiple constituencies achieve their social and economic goals. Good governance by the board of London Hydro contributes to a lot of good done in our City and being part of that is exciting to me.

Contributions:

As a director of London Hydro I will bring scrupulous oversight, stewardship and integrity. I understand the commitment that is needed to be a board member and as I

always do, I will take governance and the role of a director very seriously. I will be an involved and active director who knows the line between governor and manager and does not step across it. I will ask management and fellow directors tough questions to hold us accountable to our stakeholders and put in the kind of research and homework to be prepared and informed. I am a very good fit for the London Hydro board since I share the same commitment to governance excellence as the current directors, however, I bring a range of skills and expertise that is different from but complimentary to that which currently exists. I spend the bulk of my professional life researching and applying governance best practices and I will bring these insights to the board to maintain the continuous improvement the board has undertaken over the years. Additionally, along with what I have learned from my research, I bring nearly two decades of practical governance experience from serving on multiple boards from many sectors. I have developed insight and leadership that can only be gained from having “been there, done that.” I have served on boards in sectors that are highly regulated (public health, child welfare, economic development) and understand how to govern in the kind of dynamic environment in which London Hydro operates. With my understanding of governance, London Hydro itself and the City’s economic plan, I will have a short learning period and be able to contribute quickly.

Past contributions:

I have consistently been recognized as a resource for governance best practices by the boards on which I have served. I have regularly been a member of or chaired the governance committee or been a member of the executive of these boards. In those positions, in addition to my stewardship role, I have ensured that the boards were following proper practices and aiming for improved board effectiveness. Below is the list of the boards on which I have served and a few of the major contributions I made:

- Airshow London, (2015-2017), Co-founder and vice-chair: Created the organizational mission, vision and strategic plan. Developed the governance structure from scratch, wrote the by-laws, policies and created the committee mandates and reference terms while also defining the roles and responsibilities of the board and management.
- Middlesex-London Board of Health, (2015-2018), Governance Committee chair: Managed the executive performance evaluation process. Led and oversaw a total organizational policy review in a heavily regulated sector. Oversaw and instigated board evaluation and reporting processes as well as board development plans. Identified board recruitment skills/needs, the promotion of director diversity among many other plans and oversaw board recruitment activities.
- Governance Capacity Building Committee, Ontario Association of Children’s Aid Societies, (2014 -present): I assist in the development and delivery of sector-wide director education tools and director evaluation procedures. My role on this committee has been to provide advice regarding cutting edge governance practices that are disseminated throughout the province.
- Institute of Canadian Directors SWO region, (2012 - 2017): Provided oversight of the regional chapter of a national governance education/training organization. Led the presentation of and gave governance training sessions to board members from various sectors.
- King’s University College Foundation, (2011 – present): Oversee the management and dissemination of endowed funds for a university. Provide oversight of the fund’s assets, appoint and oversee auditors and the monitor the Foundation’s investment policy.
- London Small Business Centre, (2009 – 2014), chair 2012-2013: As board chair, I instituted a formalized management performance evaluation process that tied accountabilities and compensation through objective metrics. I also instituted an executive and board member succession planning process. Prior to becoming chair I was tasked with revamping the entire board structure developing a system of committees and wrote the mandates, terms of reference and reporting structure. Additionally, I reworked, improved and formalized the on-boarding and director orientation process.
- Youth Opportunities Unlimited, (2001 – 2006): Was asked to take a direct role in providing business, planning and operations guidance and oversight to the fledgling Youth Enterprise division

Interpersonal:

Teaching is the act of exchanging views with people who have different skills, abilities and knowledge and I am a very good teacher. Teaching requires the ability to listen, understand and interpret and I am really good at it. I have taught thousands of people since 2002. My students have been business people, directors or employees of non-profits, university and high-school students from many countries with varied backgrounds. With such a diverse student body I have had to develop the ability to integrate disparate levels of

knowledge and experience into a coherent whole wherein all participants could communicate, learn and work together to accomplish goals. I have worked with different organizations with different agendas and values and I have learned from them all. My life is completely devoted to respecting the skills, abilities and knowledge of others because I love to learn and you can't learn if you are not willing to hear opinions with which you don't agree or understand. One cannot learn if one thinks they know it all. I work hard to know a lot about what I teach, but I recognize that there is always more to learn from many people. Since I recognize that I can learn more, I always try to. I listen to people who do things or see things differently than I to try to understand the reasons why they see things differently. Because I don't know everything and I want to be the best teacher I can, I am open and respectful of people who see the world differently than I. I offer the following two professional references who are willing to speak to my expertise and "fit" with this board position. Kapil Lakhotia President & CEO, LEDC 380 Wellington Street, Suite 701 London, Ontario N6A 5B5 Dr. Christopher Mackie Medical Officer of Health and CEO Middlesex London Health Unit 50 King St, London, Ontario N6A 5L7

Interview interest: **Yes**