

## **Council as Shareholder of Guelph Municipal Holdings Inc. Meeting Agenda Consolidated as of October 21, 2016**

**Monday, October 24, 2016 – 5:00 p.m.**  
**Council Chambers, Guelph City Hall, 1 Carden Street**

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on [guelph.ca/agendas](http://guelph.ca/agendas).

**Changes to the original agenda have been highlighted.**

---

### **Authority to move into closed meeting**

THAT Council as Shareholder of Guelph Municipal Holdings Inc. and Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to The Municipal Act, to consider:

### **Confirmation of Minutes for the closed meeting of Council as Shareholder of Guelph Municipal Holdings Inc. held September 26, 2016.**

#### **GMHI -C-2016.3 Decision Making: Terms of Reference/Scope – Follow Up on February 29, 2016 Matter**

Section 239 (2) (b) and (g) personal matters about an identifiable individual and a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act, respectively.

### **Open Meeting – 5:30 p.m.**

Disclosure of Pecuniary Interest and General Nature Thereof

### **Closed Meeting Summary**

#### **Items for Discussion:**

##### **Presentation:**

Derrick Thomson, Chief Administrative Officer and CEO of GMHI will speak to items GMHI Reports “Rationalization of GMHI Corporate Structure” and “Strategies and Options Committee Communications and Engagement”.

**(presentation)**

## **GMHI-2016.6      Rationalization of GMHI Corporate Structure**

### **Recommendation:**

1. That the CAO be directed to begin implementing:
  - (a) The transfer of functional control of Guelph Hydro Electric Systems Inc. ("Guelph Hydro"), currently owned by Guelph Municipal Holdings Inc. ("GMHI"), to the City;
  - (b) Deferring active business operations of GMHI and the development corporation until it is determined by Council that there are adequate City resources to support this activity or a clear objective with corresponding and compelling business case; and,
  - (c) Transfer oversight and management of Envida Community Energy Inc. ("Envida") and the Strategies and Options Committee to City management, with support from Guelph Hydro, who will report to Council.
  
2. That, to initiate the process of implementation of the actions in recommendation 1:
  - (a) The CAO, Derrick Thomson, is appointed as the director of GMHI for a term commencing on the date of appointment and ending at the June 2017 AGM;
  - (b) The CAO continue as the CEO of GMHI and the Guelph Hydro CEO continue as the CFO of GMHI and the sole director and CEO of Envida;
  - (c) Mr. Thomson shall be appointed by the GMHI Board as a member of the Guelph Hydro Board of Directors for a term commencing on the date of appointment and ending at the June 2017 AGM;
  - (d) The existing City-GMHI and GMHI-Guelph Hydro Shareholder Declarations are rescinded; and,
  - (e) The CAO is directed to execute the new City-GMHI and City-GMHI-Guelph Hydro Shareholder Declarations attached as Attachment 1 and Attachment 2, respectively, to Report GMHI-2016-10 Rationalization of GMHI Structure dated October 24, 2016.
  
3. That the CAO shall report back to Council at a January, 2017 Council meeting with the required actions to complete the implementation of the actions in Recommendation 1.

**GMHI-2016.7      Strategies and Options Committee Communications and Engagement**

**Presentation:**

Tara Sprigg, General Manager, Corporate Communications and Customer Service (presentation)

**Recommendation:**

That CAO Report GMHI-2016-11 titled "Strategies and Options Communications and Engagement", dated October 24, 2016, be received.

---

**Adjournment**

## GMHI 's Corporate Structure

*Recommendations for realigned reporting:  
Streamlining for efficiency and transparency*

### Purpose

*Clarifying roles and responsibilities  
at a critical time*

Optimizing the value of the City's  
energy assets through a transparent  
and inclusive process

## Background

- Guelph Municipal Holdings Inc. (GMHI) was incorporated in 2011 to manage select City assets.
- In 2014, Council amalgamated GMHI with Guelph Hydro Inc.
- In 2015, Council directed the City CAO to explore different governance options for GMHI. A transition plan to last up to 18 months was approved and would provide:
  - Direct Council oversight of GMHI decisions
  - Better alignment of City assets, resources and strategic planning
- Council directed CAO to implement:
  - Changing composition of GMHI Board
  - Appointment of City CAO as CEO of GMHI
  - Appointment of two Councillors to Guelph Hydro Board
  - Amendments to Shareholder Declarations to ensure increased Council control of Envida and Guelph Hydro

## Recommendation 1

To implement the following:

- a) Transition oversight of Guelph Hydro to City
- b) Deferring active operations of GMHI
- c) Oversight and management of Envida and Strategies and Options Committee transferred to City

## Recommendation 2

To implement the changes in recommendation 1 the following is recommended:

1. City CAO is appointed as the director of GMHI for a term ending at June 2017 AGM.
2. City CAO to continue as CEO of GMHI. CEO of Guelph Hydro to continue as CFO of GMHI and sole director and CEO of Envida.
3. City CAO appointed by GMHI Board as member of the Guelph Hydro Board of Directors for a term ending at the June 2017 AGM.
4. Existing City-GMHI and GMHI-Guelph Hydro Shareholder Declarations rescinded.
5. CAO directed to execute new Shareholder Declarations.

## Recommendation 3

Report back to Council at a January, 2017 Council meeting with the required actions to implement recommendation 1 including:

- Recommendation regarding the best process to transfer the Guelph Hydro shares to the City without triggering adverse tax consequences.
- Analysis of the current Envida assets and recommendations about how to optimize the City's and other stakeholders' interests in the assets.

## Questions

# Energizing Tomorrow

*Engagement and Communications Plan:  
Exploring Options for the Future of Guelph Hydro*

October 24, 2016

1



Citizens' expectations of engagement continue to increase. They demand to be included in the decisions that stand to impact them.

*The City of Guelph will ensure people have a voice when it comes to the future of Guelph Hydro*

2



## Communications goals

Design a  
Process with  
Integrity

Ensure the community has real opportunities to provide input from the onset of the process

Encourage  
Meaningful  
Engagement

Through digital, media relations and direct engagement, drive awareness and participation

Gather  
Actionable  
Input

Leverage the engagement process to ensure the views of the community are reflected in the decisions

Maintain  
Public  
Confidence

Earn the public's trust by conducting meaningful engagement

3

## Guiding principles



4

## Engagement approach

- Step by step
- Ask questions at the right point in the process
- Engage on what's relevant to Guelph Hydro customers and the community
- One size does not fit all
- Go beyond the usual channels

5

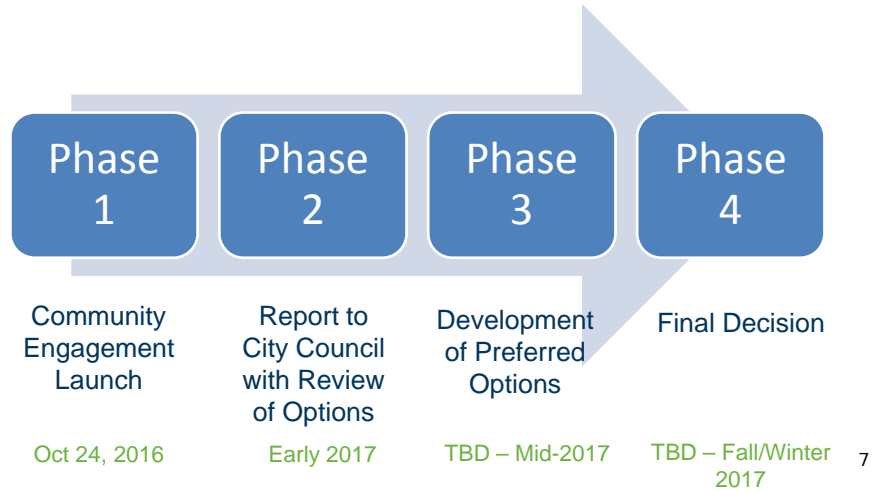
## Engagement specifics

- *Energizing Tomorrow* site
- Community consultations
- Community stakeholder meetings
- Engage media
- Leverage social media
- Community engagement tools

6

## Engagement phases

A Step by Step Approach



## Engagement framework

Discussion and input at each phase

PHASE	FOCUS
<b>PHASE 1</b> Community Engagement Launch	Inform about process and opportunities for engagement
<b>PHASE 2</b> Report to City Council with Review Options	Seek public input on the options presented to City Council
<b>PHASE 3</b> Development of Preferred Options	Solicit public input on the preferred options to help inform the final decision
<b>PHASE 4</b> Final Decision	Drive engagement and encourage conversations about final decision and next steps

8

# Energizing Tomorrow

*Engagement and Communications Plan:  
Exploring Options for the Future of Guelph Hydro*