

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON APRIL 11, 2017
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT	VACANCY – LONDON HYDRO INC. BOARD OF DIRECTORS

RECOMMENDATION

That, on the recommendation of the City Clerk, the Municipal Council BE REQUESTED to advise what process it wishes to take for filling an upcoming vacancy (Director – Second Class) on the London Hydro Inc. Board of Directors; it being noted that the Annual General Meeting is scheduled for May 29, 2017, at which time the Board Members would be confirmed.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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None.

BACKGROUND

Mr. Peter Johnson, a long-serving member of the London Hydro Inc. Board of Directors, has indicated that he will be concluding his involvement with the Board at the end of his current term, making it necessary to fill that impending vacancy.

Approximately seven (7) months ago, the Municipal Council completed a selection and appointment process to fill a vacancy (Director – First Class) on the London Hydro Inc. Board of Directors. The Strategic Priorities and Policy Committee narrowed the applicant list down to an initial short list of 11 candidates, which was subsequently shortened to a list of three candidates for interview by the Corporate Services Committee. Of those 3 candidates, one was selected to fill the vacancy for Director – First Class. The remaining two candidates included Marg Parks and Guy Holborn. Both of these candidates continue to have an interest in serving on the London Hydro Inc. Board of Directors.

The Civic Administration is seeking the Municipal Council's direction as to how it wishes to proceed with filling the impending vacancy. A new call for applications could be undertaken. Alternatively, since the last application and appointment process was less than a year ago, the Municipal Council may want to consider selecting between the two remaining shortlisted candidates that were interviewed. A copy of their original applications are attached for reference purposes.

RECOMMENDED BY:
CATHY SAUNDERS CITY CLERK

Committee: **London Hydro Board of Directors**

Organization/Sector represented:

Name: **Guy Holburn**

Address:

42 Tobin Court

London, Ontario. N6K 3Y4

Occupation: **Professor at Ivey Business School, Western University**

Work experience: **I have 23 years of professional and academic experience in the electric utility sector in Canada, U.S. and U.K. I am a Professor of Business, Economics, and Public Policy, and the Suncor Chair in Energy Policy, at the Ivey Business School, Western University, which I joined in 2001. I am also the Director and founder of the Ivey Energy Policy and Management Centre, one of Canada's most active university-based energy research centres. I am the CEO of Holburn and Associates, an economics consulting firm that has done advisory work on mergers and acquisitions in the electricity sector. Clients have included major electricity companies in the U.S. and Canada. Prior to my academic career, I worked as a management consultant for Bain and Company in the U.K. and South Africa, providing strategic advice to firms in a broad range of industries, including electricity.**

Education: **I have a Ph.D. in Business and Public Policy and M.A. in Economics from the University of California, Berkeley, and B.A. Hons. (First Class) in Economics from Cambridge University.**

Skills: **I have developed significant expertise in and knowledge of strategy and regulation issues in Ontario's electricity sector through more than 20 years of professional and academic work. I also bring a global perspective through my work in the sector in other provinces, in the U.S. and in the U.K. My understanding of regulatory, political, and technological pressures, both in Ontario and elsewhere, would help contribute to London Hydro's strategic planning initiatives in the future. I outline below my relevant experience which would be beneficial as a board director of London Hydro: 1. Director, Ivey Energy Policy and Management Centre, Western University I am the Director and founder of the Ivey Energy Policy and Management Centre at the Ivey Business School, which over the last five years has become one of Canada's most active university-based energy policy research centres. The Centre's goal is to contribute to public discourse on major energy issues in Canada by supporting evidence-based applied research and by organizing multi-stakeholder conferences and outreach events. During the 2012-2015 period, the Centre organized or supported 23 events that involved 2,050 participants in London, Toronto, and Ottawa, featuring senior keynote speakers from industry, government, academia, NGO groups, and Aboriginal communities. I have raised more than \$1 million in financial support for the Centre from some of Canada's leading energy sector organizations, including ATCO, Natural Resources Canada, Power Workers' Union, OMERS, Suncor, Union Gas, and TransCanada. As Director of the Centre, I have established relationships with electricity sector leaders in industry and government across the country. 2. Suncor Chair in Energy Policy, Ivey Business School, Western University As a tenured professor at the Ivey Business School, I hold the Suncor Chair in Energy Policy, which supports academic and applied research on Canadian energy issues. I am leading an extensive program of research on core regulation and policy issues in the energy sector, including electric utility governance and strategy, carbon pricing, social license, and Aboriginal engagement. I have published extensively in top tier academic journals, and am a frequent speaker at conferences in Canada, the U.S, and Europe. 3. Advisory Roundtable Member, Ontario Energy Board From 2012-2015 I was a member of the Advisory Roundtable for the Chair of the Ontario Energy Board, which provided strategic guidance and advice to the Chair on agency initiatives and policy development. Although the Advisory Roundtable has been discontinued, I regularly liaise with OEB leaders on electricity sector policy. 4. CEO, Holburn and Associates I have extensive private sector consulting experience, originally as a strategy consultant for Bain and Company (1992-1995) and now through Holburn and Associates. I have undertaken advisory work on merger and acquisition analysis, and economic impact assessment, for electric utilities in Canada and the U.S. I have also provided strategic advice to the South West Economic Alliance and to the City of London on regional economic development strategy. In 2008 I co-authored the Conklin-Holburn report, "A Southwest Ontario Vision for Economic Competitiveness and**

Cooperation’’, which formed the basis for SWEA’s strategy and advocacy. Through this work I have developed a strong understanding of London’s economic structure.

Interest reason: As a long-term resident in London for 15 years, I am eager to contribute to my local community in a way that will enable the city to grow and prosper. London Hydro is an important part of London’s economy, and its success will assist the City in its economic development goals. As a board director of London Hydro, I believe that my professional expertise in the electricity sector would make a positive contribution to London Hydro’s continued success.

Contributions: I believe I would contribute to the Board of London Hydro by bringing a deep understanding of the electric utility sector and its regulatory environment, both in Ontario and elsewhere. The electricity sector in general is experiencing significant business and regulatory challenges at the moment, so an external perspective on how other utilities and jurisdictions are responding would be valuable for London Hydro as it develops future strategic plans.

Past contributions: I am actively involved in the leadership of the Council for Clean and Reliable Electricity, an Ontario-based think tank, on which I am a board member. The Council organizes conferences and an Annual Energy Leaders Roundtable in conjunction with the Ivey Business School and with the University of Waterloo, convening senior leaders from across the country to discuss energy policy over two days. The 2016 Roundtable featured keynote presentations by Gaetan Caron, former CEO of the National Energy Board, and Annette Verschuren, CEO of NRStor and Chancellor of Cape Breton University. I am an Advisory Committee member for the Canadian Network for Energy Policy Research and Analysis. I provide regular advice and input to the CNEPRA, based at the School of Public Policy, University of Calgary, on the network’s research programs and priorities.

Interpersonal: I am one of the co-presidents of the Westmount Hills Residents Association which was formed three years ago to bring the local Westmount Hills community together and to work with the City on implementing infrastructure changes such as road improvements. I led an extensive consultation exercise over several months with local residents to assess and discuss preferences about proposals for road and sidewalk designs.

Interview interest: Yes

May 6, 2016

London Hydro
111 Horton Street
P.O. Box 2700
London, ON N6A 4H6

Dear Selection Committee,

Re: Letter of Reference for Dr. Guy Holburn

I am delighted to be writing to you to offer my support for Dr. Guy Holburn's application for the London Hydro Board position. To put this reference into context, I have participated on many Boards of Directors including serving as the Chairman of Hydro One and Waterloo North Hydro, and I am currently Chairman of the Council for Clean & Reliable Electricity (CCRE).

The CCRE is a group of volunteers who have an interest in promoting open debate about energy issues by bringing together a broad range of stakeholders who share an interest in good public policy. Guy is a Member of the CCRE and I have had the privilege of working with him for the past 8 years. Guy has assumed responsibility for a variety of projects and does so with enthusiasm and commitment, always rising to the challenge.

Guy has proven to be a thought leader in the energy sector contributing to policy research and expert reports including the development of the *Guidelines for Governance in the Electricity Sector in Canada* as a Member of the CCRE and the Western University Ivey Business School. He is a recognized expert in the key areas of governance, regulations, strategy and corporate stewardship, and through his thoughtful leadership has presented and guided dialogue with a broad range of stakeholders through conferences and roundtables.

Guy is a positive, thoughtful and active participant on the CCRE, and is always well prepared while engaging respectfully in discussion and issues affecting the energy sector. I fully endorse the application of Dr. Guy Holburn to the Board position with London Hydro.

Sincerely,



Glen Wright, Chairman
Council for Clean & Reliable Electricity
M. 519.504.5363
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Jan Carr

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May 8, 2016

Selection Committee for London Hydro Board
London ON

re: Guy Holburn

I am pleased to recommend that you give serious consideration to Guy Holburn who has applied for appointment to the Board of London Hydro. I first met Guy professionally in 2008 when I was CEO of the Ontario Power Authority and I have continued to work with him continuously since. Our work has revolved around the governance and regulatory arrangements in the Canadian electricity industry with a special emphasis on Ontario.

My experience from a 45-year career in the Canadian electricity industry has allowed me to assist Guy and his university's Ivey Energy Management and Policy Centre in making connections with the industry, most particularly in Ontario and Alberta. He is universally well received and those he interacts with appreciate his thoughtful, confident and collaborative style. Electricity industry people and organizations have also appreciated the helpful innovative new insights he has brought to their strategic planning through his broadly based experience in the complex economic and regulatory environment of the electricity sector.

He is a very hard worker, but always prompt with communications and I have never known him to take on something he did not deliver on. I am not familiar with his work in the London and Western University communities but his contributions to the Council of Clean and Reliable Electricity has been absolutely critical to the organization's success and has been sustained over the long run. I have been a member of both Guelph Hydro and Niagara-on-the-Lake Hydro boards and am presently on the board of the Alberta Electric System Operator and from this perspective I know that Guy would make an outstanding contribution to London Hydro.

Please feel free to contact me should you have any questions or I may be able to help in any way.



Jan Carr, P.Eng., FCAE

Mss. Ridley, Rowe and Woolsey:

I am writing this note in support of the potential candidacy of Guy Holborn for a director position with London Hydro.

I consider Guy to be a very strong candidate for this role. My background for this recommendation is as a former Managing Director of Merrill Lynch, CEO of New Brunswick Power (an integrated state owned utility with generation, transmission and distribution for the Province) and Vice Chair of CIBC responsible for senior power and infrastructure clients.

I first met Guy through his work with the Ivey Energy Policy and Management Centre and their joint work with the Council for Clean and Reliable Electricity (CCRE). I am a member of CCRE. Guy is extremely knowledgeable in this field. His interests and understanding spans all aspects of the electricity sector. Too often professionals focus on a narrow subset of the industry which can lead to less than optimal decisions. Guy is constantly immersed in the leading edge issues that the industry is addressing. In addition he searches out industry experts in all of these areas - often putting them together in public forums - which enhances the rounded nature of his understanding of the complexities of the issues. His ability to bring industry leaders to the forums is a function of the regard that these senior leaders have for Guy. As a result of all of this interaction, Guy's views are well thought through from all perspectives. In this time of tremendous change in the industry - particularly on the distribution side of the business with privatized Hydro One, the soon to emerge Mergeco, and various private sector parties - Guy's breadth of knowledge and contacts should prove to be invaluable as the landscape of the distribution companies in Ontario get set to change.

My experience in finance, and operation of these industries has given me a platform to interact with many players in the industry. By comparison Guy clearly measures up as a true professional in the sector.

Finally, personal style is always critical for success, particularly in board positions. Guy has a wonderful style of question and answer that invites people to participate in discussion, bringing out the best to resolve thorny issues. Guy is never the issue, rather the issues themselves dominate discussions.

If I can be of further help to you in your process, for example answering any specific questions, please do not hesitate to contact me. If my comments would be better formatted in a formal letter, kindly advise and I will be happy to do so.

Kind regards,

David D Hay

Committee: **London Hydro Inc. Board of Directors**

Organization/Sector represented:

Name: **Margaret (Marg) A. Parks**

Address:

**3910 Wet Graham Place
London, On
N6P 1G1**

Occupation: **Retired (Recently) IBM Business Executive**

Work experience: **During my career with IBM in the Technology business, I have worked with clients in areas such as Mergers & Acquisitions, Strategic Planning, and Business & Financial Operations. I was personally responsible for complex contract negotiations of \$10 M annually. I have Board Governance experience with Big Sisters, and additionally Board Training through Capacity Canada. I am a recently retired IBM Executive. During my IBM career, I had increasingly responsible positions in Sales, Strategic Planning, Executive Management, Consulting, Human Resources, Business Operations and Change Management. I am a results orientated executive with strong people skills and success in tackling challenging transformation issues. I have demonstrated an ability to lead in complex environments with multiple stakeholders. During my career, I was promoted to executive positions of increasing responsibility, and managed and sold most of IBM's products and services. I have strong Sales, HR, Operations and Financial Management skills combined with an entrepreneurial flair. Over my career, I gained experience in consulting, restructuring, and developing teams to deliver results. I was responsible for deal making and contract negotiations. I was also responsible for the development of business partner relationships. I have been recognized as a strong people leader who creates high performing teams with an eye for developing talent.**

Education: **IBM Education & Training every year (over 30 years) – including Harvard Courses, Executive Management Development, and Sales Training. Laurier Business Certificate in Entrepreneurial Studies 1996 Board Training as a member of Big Sisters of London, and additionally through Capacity Canada Board Governance Training.**

Skills: **I understand the Hydro business. I have worked with London Hydro as one of my clients, and I have gained industry expertise through IBM Training and working with other Energy clients - including Bruce Power, Ottawa Hydro, and Hamilton Hydro. The experience I bring will allow me to get on board efficiently and quickly become part of the Board Process.**

Interest reason: **I have been part of the London Community for over 20 years. I have strong business and personal connections here. I understand the Vision and Values of London Hydro and I believe I can contribute to the continued success. The skills and experience that I have gained in areas of M&A, Contract negotiation, HR Management, and Business Operations will help me be successful and contribute to this London Hydro Board. I have a strong work ethic and high energy. I get along very well as part of a team.**

Contributions: **I would work hard to contribute to the Board of Directors. I have good communication skills, and I am interested in the continued success of the London Hydro organization. The experience that I have in working with many clients in areas such as M&A, Strategic Planning, Technology, and Financial Management are all part of my experience. I am going to list here 2 References who can be contacted at any time regarding this application. I would be happy to provide additional references if needed. One reference is relating to business, and the other reference relates to previous Board experience. 1 - Sarah Shortreed VP, CIO Bruce Power Sarah.Shortreed@brucepower.com 519-386-1759 2 - Sue Western Past President Big Sister Board TD Bank Senior VP email - suewestern@gmail.com 416 519 5255**

Past contributions: **I have Board Governance experience with Big Sisters / Big Brothers of Canada. I worked on the Board for 7 years, and was part of every committee at some point. I was Board Vice President for a period of 2 years. Additionally I have had Board Governance Training through Capacity Canada. This training has been invaluable in providing education about the roles and responsibilities of a Board of Directors.**

Interpersonal: **I am very strong in the area of information sharing and information exchange. My personal style is very collaborative. As an IBM Business executive it was a key part of my responsibilities to collaborate both with Senior Executives of our clients,**

and with teams to manage and implement change processes. I have over 20 years of Management Experience and have received much training on these topics. Additionally, I have received training and experience in the area of managing press relations.

Interview interest: **Yes**