



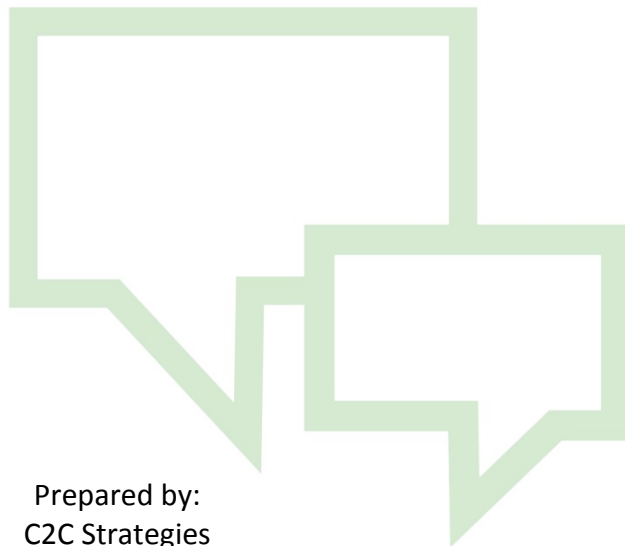
Final Report to the City of Peterborough

Community Engagement Process

Regarding the Offer by

Hydro One to purchase Peterborough Distribution Inc.

30 November 2016



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Executive Summary

Throughout the month of November 2016 the City of Peterborough (City) implemented a comprehensive engagement plan (Plan) to receive public input on the potential divestment (Sale) of Peterborough Distribution Inc. (PDI) to Hydro One Inc. (H1). Peterborough City Council (Council) approved the Plan on October 17, 2016.

A series of both traditional and technology based communication and engagement activities (referred to collectively as “talkPDI”) were implemented:

- Hosting of seven Community Open Houses (one in each ward, and in each of Norwood and Lakefield);
- Resourcing seven pop-up events in places where people carried out their day-to-day business (e.g., Main Library, Evinrude Arena);
- Creating a talkPDI website with an online form to leave comments;
- Allocating a dedicated phone number and email to collect messages;
- Conducting a Twitter Town Hall¹;
- Distributing talkPDI information and receiving of public comments at most City facilities; and
- Enabling conversations on Facebook by using a paid advertisement.

The utilization of a wide variety of channels created numerous touch points that allowed people who were interested in participating to connect with the City when, where and how they wanted.

C2C Strategies was engaged by the City to support staff efforts in the implementation of the Plan and more specifically, to review, analyze and report on all feedback flowing into the City from the engagement process.

¹ A live chat enabled via Twitter on November 17 from 5-6 p.m.



In summary, 777 participants were tallied as attending in-person events, with all activities generating over 900 individual comments for review.

The results of C2C's review and analysis are contained in this report.

REVIEW OF THE NOVEMBER IN-PERSON EVENTS

Approximately 100 people attended each of the five ward Open House sessions. A process engagement survey was concurrently conducted in both paper and online formats to gain an understanding of their experience, specifically to measure:

- Participants' awareness and notice of planned events;
- How easy it was to understand the materials presented; and
- The adequacy of resourcing to answer questions.

Of the 576 individuals who attended Open Houses, 235 responses were received; a response rate slightly above 40%. The local newspaper was identified as the dominant medium for creating awareness, followed by radio and television. Over 60% indicated a high level of satisfaction with the amount of notice provided. About 85% responded that they found the presented materials easy to understand, while approximately 88% found it easy to have their questions answered.

These results indicate that in-person activities were well resourced, creating excellent face-to-face opportunities for conversation. Text responses further provided constructive feedback, suggesting that participants desired even more dialogue and much more information than what was available at the Open Houses. Some noted that they *"had a better understanding of the issues and decision making process now."*

Section II of this report provides more details of the engagement process and process survey results.



COMMUNITY LEADER RESEARCH

To augment data obtained from other engagement channels, C2C also undertook to speak with Community Leaders who were identified by the City. By virtue of their broader responsibilities and interests within the community, they are well informed and engaged citizens, who are aware of societal, business and environmental needs of the community. The research consisted of a telephone interview guided by questions designed to elicit their perspectives on the offer, the potential impact of the Sale to the City, community reaction and advice.

Their input was considered and embedded within the collective body of qualitative data obtained from the overall engagement process.

LIMITATIONS OF THE ANALYSIS

The analysis focused on identifying dominant areas of concerns articulated by those involved in the engagement process. The analysis and resultant findings are subject to two important limitations:

First, that the conclusions derived from the data are drawn only from a subset of the population in Peterborough and/or served by PDI. The data reflects only comments provided by those people who chose to become involved in the process by choosing to attend an open house, pop-up event, write an email, leave a voicemail, or comment via social media. In some cases, individuals mentioned that they were a current customer of Hydro One and not PDI.

Second, it is important to note that some individuals chose to participate in more than one engagement activity, and provide comments through multiple channels, thereby making it impossible to determine the number of unique participants. Consequently, any analysis based on level of frequency is likely subject to bias.

For these reasons, conclusions from this research should neither be interpreted as representing the views of the majority of the populace, nor as statistically significant.



Having said this, both the data and analysis provide important input to the City. They help to identify underlying dominant themes and interrelationships, which can provide directional feedback to Council as it moves forward in its decision making on the Sale. It can also inform future planning on matters necessitating public engagement.

DOMINANT THEMES AND KEY FINDINGS

Throughout the engagement process, many participants explicitly made their positions known (i.e., whether they were supportive of, unsupportive of, or undecided about the Sale). While a large number of comments were unsupportive of the Sale, many comments also indicated a desire to learn more, have more dialogue, explore options and understand next steps. Many participants chose to explain why they felt the way they did, and these expanded comments provided the foundation for better understanding a chosen position. Particularly when combined with input from interviews with Community Leaders, a richer contextual view of community sentiments was imparted, which is summarized in the findings. Section IV of this Report outlines the dominant themes and key findings derived from a detailed review of all input provided through the various engagement streams.

Dominant Themes

An early finding of the analysis is that community feedback can be sorted into broad categories that cross “positional lines”. It was clear that interests, questions and concerns could be sorted into these five common areas defined as the **Engagement Process**, **Trust**, **Transparency**, **key Offer Elements**, and **Future Implications** for the City. Distilling interests into these thematic areas can help the City to focus decision making in a way that addresses the needs expressed by the community in an objective manner.

Key Finding 1 – Engagement Process

The **engagement process** plays a critical role in building public trust and confidence in decision makers, and enables public support and success of a **decision making process**. Through engagement, the community becomes informed, feels involved and is positioned to better understand the timing



and impact of decisions. Optimally, both of these processes are aligned, in stages, with timely information provided at each stage. Failing this, important background information should be provided so that those engagement participants not directly involved in the decision making process can be 'brought up to speed' with the process that preceded their engagement. Clearly, developing "shared understanding" takes time, and communicating relevant information is a necessary factor to bringing the community in step with the decision making process.

In this regard, a large number of talkPDI participants expressed dissatisfaction and mistrust regarding the information presented by the City during the public engagement. Specifically, they wished to have been informed about the Sale and received information much earlier than they did, on such matters as: the performance issues/circumstances leading to the consideration of a Sale, the options reviewed, and the analysis of those options.

Participants wanted more information imparted, publicly, and in a timely fashion. It was clear that many were not at the same decision point, leaving them to feel that the process was moving too quickly and felt "*rushed*". It was felt that a decision of such significance was deserving of more time and conversation with the community. The apparent speed with which the City would be voting on the Sale, has led some to view the engagement process as "*a sham*", "*a sales expo*", "*disingenuous*", and the decision making as a "*done deal*".

The City should carefully consider the design of the next steps in this process to ameliorate perceptions, address people's concerns and allow the community to collectively participate at some level in the decision making process going forward.

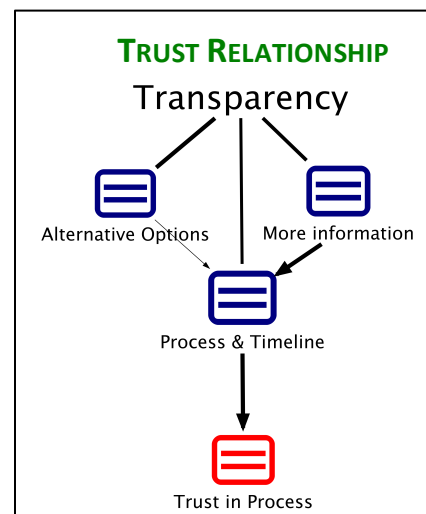


The development of shared understanding with the community about the Sale has been held back by a misalignment between the decision making process and the ensuing engagement process. People want and need a clear, informed conversation that starts early. Public meetings supported by objectively presented information allows for the stimulation of thoughtful thinking and meaningful dialogue over a period of time. November's engagement based on the presentation of a final offer occurred too late in the process, negatively impacting the public's trust in the process.

Key Finding 2 – Trust and Transparency

Trust is one product of a transparent decision making and engagement process. Through greater communication of alternative options to the Sale and more information delivered through a supportive and timely process, the community would have seen the engagement process as more trustworthy.

The lack of alternative information caused participants to question the overall robustness of the decision making process (options, evaluation criterion, analysis). Participants felt that the Navigant analysis of the Hydro One offer should have been available early in the engagement process, so that participants could more deeply understand the consequences of the decision on the Sale. Without this analysis, people did not have the confidence that they had heard everything. The City's failure to publish options and publicly present scenarios meant that people were not given an opportunity to make a balanced and educated judgment about the potential Sale. In the absence of such information, feedback indicated that





participants had made their own assumptions, responded emotionally, treated information provided with increased suspicion, and challenged what they heard.

In addition to those participants wanting more information earlier on in the process, there were also participants attending the sessions who indicated that they did not wish to ask questions or acquire further information because they already had their minds made up. Those participants often proceeded directly to the Comment Boxes to provide their feedback.

Some suggested a “*pause*” in the proceedings after the November 24th Town Hall at which Council could again ask participants to the process, after having heard from Navigant, whether their view of the Sale had changed; and if not, suggest some alternatives. This would allow Council to ask for another report from CoPHI with respect to those solicited alternatives. It was felt that both the additional time and engagement would generate more information on which Council could base their decision, and demonstrate a commitment to the community engagement process. Others, while much smaller in number, felt that the process had already dragged on long enough and that decision making should not be further delayed (“get on with it” mentality).

Transparency of information that is delivered with sufficient time to learn and discuss, earns a community’s trust. Lack of timely access to information and availability of ‘balanced’ information inhibited participants from moving forward in evaluating and accepting content. Consequently, many comments were passionately expressed, and discussions were emotionally charged. There is a prevalent feeling of mistrust that can be ameliorated if more time was made for additional conversation and review prior to final decision making.



Key Finding 3 – Offer Elements

When evaluated in purely business terms, some participants felt that the Sale was a very good option, and that this was an opportune time for the City to accept the offer. In the near term, they commented that as presented, the business case appeared to be robust, and the valuation fair.

In general, participants' perceptions of the offer were inextricably linked to their perceptions of Hydro One's reputation, its privatization, and what that would mean to local interests and needs. Perceptions of Hydro One were uniformly negative, influenced by media and public reports, direct experience, or stories shared from neighbours, friends and/or relatives. There were numerous expressions of caution and skepticism regarding Hydro One's commitment and ability to fulfill certain terms presented in the offer. Many expressed concerns about rising electricity rates, and its impact on future affordability. This specific concern was also directly linked to a view that Hydro One is not a local company sharing "*local values*" and likely not interested in protecting citizen interests.

Currently, many are comfortable with local PDI staff that is seen as working hard for, and in, the community. Participants who were vocal against the Sale most often referenced concerns about losing local and public control. Not only was Hydro One seen as a big, centralized "*faceless*" entity, but also one that was becoming increasingly privatized. In combination, these characteristics undermined participants' confidence that the local voice would be heard, and that aspirations of the City for green energy and sustainable energy solutions would be met.

Many participants felt that Hydro One's priorities would be profit focused, thereby putting additional pressure on rates and affordability. It was suggested that locally required infrastructure upgrades might fall to a lower scale on a list of priorities within a large utility like Hydro One. Further, the sheer size of the service territory made some participants nervous about Hydro One's ability to deliver on reliability and service commitments, with some expressing concerns about "*diseconomies of scale*". Finally there were some notes of dissatisfaction with what was perceived as an unacceptably



short employment guarantee for existing PDI employees, as well as skepticism about long term opportunities with the new Regional Operations Centre.

The City needs to address a core belief expressed by a number of participants that local constituents are the sole shareholder of PDI and that their needs must be respected and met. Given how strong the prevailing negative perceptions are of Hydro One as an 'outsider', and that it would not be accountable to serving local interests and needs in the same way as PDI has done, Council should explicitly and specifically evaluate which future utility (i.e., PDI, Hydro One, or some other alternative) can best meet the City's economic goals while addressing the concerns raised in regards to rates and future affordability of electricity.

Key Finding 4 – Future Implications

Many participants felt that materials focused on the short term financial windfall of the Sale, with little mention or consideration of the long term implications of the decision. These concerns largely fell into two areas:

- Accountability over how the proceeds of the sale might be used; and
- Impact of this decision on future generations living in Peterborough.

The strongly expressed desire to participate in the decision making process not only related to the Sale, but also extended to the question of how proceeds from the Sale would be used. Many questions were raised about how Sale proceeds would be deployed. Comments pointed out that the use of these proceeds be tied to clear, demonstrable benefit and sustained value for the people of Peterborough. Thoughts and suggestions as to what that might look like were wide, varied and sometimes conflicting. Specific spending suggestions included continued funding for the zoo, funding of infrastructure projects, property tax break, and an increase in serviceable



land for enhanced economic development. Other suggestions focused on delivering a sustaining revenue source or community benefit through the creation of an annuity, or community trust to support the vulnerable sector, and a process for its management that would not solely rely on Council.

Many wanted increased accountability and transparency in the planning and decision making about the deployment of proceeds. Participants also voiced a strong desire to have an increased role in that determination process.

A segment of Participants voiced concerns about the City's energy future. They reflected on the "*communal memory*" of supply interruptions (the 2003/2004 black out and flood). Comments indicated a desire for a future where energy supplies are secure, green, sustainable and affordable; and one that didn't place a burden on the next generation of community members. In some cases these wishes were seen as successful outcomes enabled only by retaining local control and decisions about energy resources.

How the City moves forward in managing the proceeds of the Sale will be critical to maintaining public confidence. The community wants to see a clear plan on how potential proceeds will be utilized to return a benefit to the community in a sustained way. They expressed a strong desire to be involved in the process going forward to ensure little negative impact on future generations of citizens in Peterborough.



GENERAL CONCLUSIONS

It is clear that November's community engagement process was highly effective in enabling participants to choose when, where and how to become engaged in learning more about the Sale. The process also revealed a strong desire by participants to become even more informed. This was evident at the Open Houses where people were engaged in deep conversation with City staff and CoPHI Board Members, as well as through the numerous questions and comments received.

The potential Sale is clearly an issue about which engagement participants felt very strongly. Although not statistically significant, the City's process provides important thematic feedback that could serve the City well as it considers both this decision and future City engagement processes.

Community engagement in a transparent, timely and meaningful way is as important to gaining and retaining community trust in the decision making process as are the deal specifics of the transaction. Participants expressed the need for: ongoing deal and decision making process information, the opportunity to be heard, meaningful dialogue, and an understanding of how their feedback has impacted decision outcomes.



Introduction

A public process was initiated by the City of Peterborough (City) in March 2016 to receive constituent input on the divestment of Peterborough Distribution Inc. (PDI) to Hydro One. In September 2016, Peterborough City Council (Council) directed City staff to develop and report on a more comprehensive community engagement plan (Plan) to provide information on the potential sale of PDI (Sale). An engagement plan¹ was presented to Council on October 17, 2016, which recommended a range of engagement activities and communication channels, to allow the City to connect with residents and businesses, provide information about key elements of the Sale, and obtain feedback.

On October 31, 2016 Council received a report² from the Chief Administrative Officer (CAO) that contained correspondence from City of Peterborough Holdings Incorporated (CoPHI). Attached to the report was a letter from the CoPHI Board of Directors stating that a review had been completed of Hydro One's offer to purchase PDI. The resulting analysis led to a recommendation by CoPHI, to Council, that the City "*...proceed with the transaction*". Shortly thereafter, the City launched a series of communication and engagement activities (referred to as "talkPDI") and identified in its Plan, which were implemented during the month of November 2016.

As approved by Council, the results of the community engagement plan were to culminate with a staff report to be considered at a future special Committee of the Whole and special Council meeting.

¹ [Report CAO16-012](#) Community Engagement Plan – Potential Sale of Peterborough Distribution Inc. (PDI)

² [Report CAO16-014](#) City of Peterborough Holdings Inc. (CoPHI) Recommendation to Council – Peterborough Distribution Inc. (PDI) Divestment to Hydro One Inc.



Role of C2C Strategies

C2C Strategies³ (C2C) was engaged by the City to support staff efforts in the implementation of the Plan. Specifically, C2C's tasks were the following:

- Support the City in hosting five Community Open Houses in the Peterborough;
- Perform a process assessment of all in-person community Open Houses until November 18th;
- Review and analyze written, electronic and telephone input provided by the community from all streams of communication and engagement to objectively identify feedback on a thematic basis; and
- Obtain input from identified community leaders on their personal perspectives of the impact of the sale on the City's future.

The results of C2C's review and analysis are contained in this report. This report is divided into four sections:

Section I provides an overview of the Community Engagement Plan.

Section II outlines the engagement process in more detail, providing statistics on the level of outreach achieved, including number of participants, volume of feedback, etc.

Section III describes the analytical methodology; and

Section IV outlines the dominant themes and key findings derived from a detailed review of all input provided by participants in the various engagement streams created by the City to solicit feedback, including the Community Leader research.

³ For more information on C2C, please refer to APPENDIX 4.



SECTION I: OVERVIEW OF THE COMMUNITY ENGAGEMENT PLAN

The CAO report presented to Council on October 17 summarized the Plan in the following manner:

TABLE 1: COMMUNITY ENGAGEMENT PLAN GOALS

PLAN GOALS	<p>Through implementation of the Plan</p> <ul style="list-style-type: none"> • Develop shared understanding with Peterborough residents and businesses regarding key components of the draft agreement between the City of Peterborough and Hydro One in the divestment of Peterborough Distribution Inc. • Demonstrate responsiveness to constituents' need for information about the decision making process and how information will be used to inform decisions. • Demonstrate how the agreement impacts Peterborough and its citizens. • Articulate how constituents' ongoing concerns will be addressed.
PLAN ELEMENTS	<p>The approach will</p> <ul style="list-style-type: none"> • Use a variety of communication channels to create opportunities for soliciting and gathering input and feedback from the community to inform decision making by Council. • Make resources available that respond to questions that arise. • Ensure that the process is transparent and respectful of peoples' time by providing sufficient notice to become aware of and participate in a manner that works for them.
DESIRED OUTCOMES	<p>Desired outcomes from implementation of the Engagement Plan</p> <ul style="list-style-type: none"> • Engage a broad and diverse type of community



	<p>members, associations and stakeholders.</p> <ul style="list-style-type: none">• Strengthen public confidence and trust in the public decision making process by sharing information in a clear, unbiased and non-partisan way on the Hydro One draft agreement.
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C2C's analysis of the comprehensive engagement feedback and process will include an assessment of how effectively these broadly stated goals appear to have been met, based on comments received.



SECTION II: THE ENGAGEMENT PROCESS

1. Range of Outreach and Input Channels

In developing the engagement process, the City utilized a wide range of tactics and communication channels to ensure it could reach into the community, and enable the participation of interested constituents. The channels were selected to accommodate the diverse needs of potential participants to the process, respectfully allowing them to choose how and when to become engaged. The use of traditional forms of engagement (e.g. Open Houses) demonstrated the City's recognition that technology may not be universally available, or adequate, to meet people's needs. Face-to-face contact with both CoPHI and City staff was felt to provide a way for participants to more deeply ask for, and receive, the information that they wanted.

This combination of outreach channels were intended to communicate, create awareness, share information, engage, and solicit input on the key components of the offer.

The channels included

- In-person events: Community Open Houses, pop-up meetings⁴ held in various public locations (such as the sports arena, local bookstore, and shopping mall);
- Web-based options: the City's talkPDI website and email address;
- Social media: Twitter and Facebook;
- Voicemail received at a City-managed telephone number; and
- Standing comment boxes in most City facilities.

⁴ A "pop-up" meeting is a method of increasing public engagement by sharing information and answering questions in a temporary location where a community conducts its natural day-to-day business. The meeting location changes and its duration is limited.



2. In Person Events

Throughout the month of November 2016, the City held fourteen talkPDI events across the Peterborough to engage the community in person, including seven Open Houses (one in each ward and the villages of Norwood and Lakefield), six pop-up style events, and a drop-in at City Hall. A calendar of events can be found in APPENDIX 1.

A total of 576 individuals (including Council members) attended the seven advertised Community Open Houses. Sign-in sheets indicated that individuals from across ward boundaries attended whichever open house was convenient to their location and/or schedule. Some individuals attended multiple in-person events.

For pop-up events, City representatives also tracked the number of individuals who stopped by to get more information. Not everyone who stopped by chose to leave a formal comment at these events. For more information, see Table 2 below.

C2C received all hardcopy comment cards submitted at the pop-up events or deposited into standing comment boxes (such as those found at City Hall Lobby, Social Services, Kinsmen, and Northcrest Arena). These are also noted in the table on the next page.



TABLE 2: IN PERSON PARTICIPATION STATISTICS

Event Date & Location	Attendees (#)	Comment Cards (# completed)	Attending Council Members
Otonabee Ward – Nov 1 Canadian Canoe Museum	103	56	Mayor Daryl Bennett Councillor Lesley Parnell Councillor Dan McWilliams Councillor Henry Clarke
Ashburnham Ward – Nov 2 Peterborough Lions Community Centre	115	38	Councillor Keith Riel Councillor Gary Baldwin Councillor Dan McWilliams
Monaghan Ward – Nov 3 Clonsilla Fire Station #3	112	35	Mayor Daryl Bennett Councillor Henry Clarke Councillor Don Vassiliadis Councillor Dave Haacke Councillor Dan McWilliams
Town Ward – Nov 9 Lawn Bowling Club	95	28	Councillor Dean Pappas Councillor Diane Therrien
Northcrest Ward – Nov 10 Activity Haven Senior Centre	88	54	Mayor Daryl Bennett Councillor Andrew Beamer Councillor Dave Haacke
Asphodel-Norwood Township – Nov 15 Norwood Arena and Community Centre	39	18	Deputy Mayor Rodger Bonneau Councillor Bernadette Vanderhorst Councillor Debbie Lynch
Selwyn Township – Nov 16 Lakefield Smith Community Centre	24	9	Mayor Mary Smith Deputy Mayor Sherry Senis Lakefield Councillor Anita Locke
Pop-Up Events ⁵ & Comment boxes	201	154	N/A
Total	777	392	

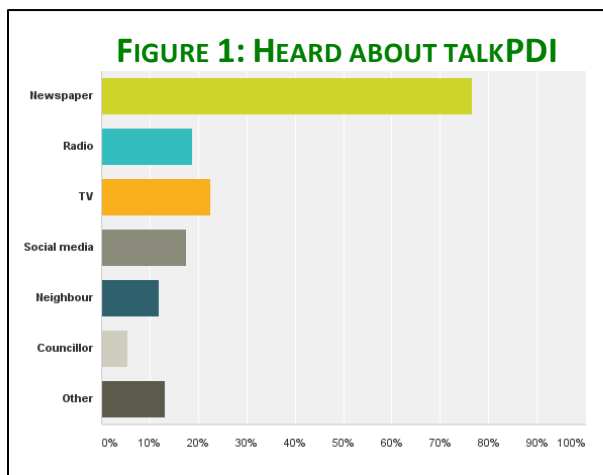
⁵ APPENDIX 1 contains a schedule of Pop-Up events held.



Logistics and Resources

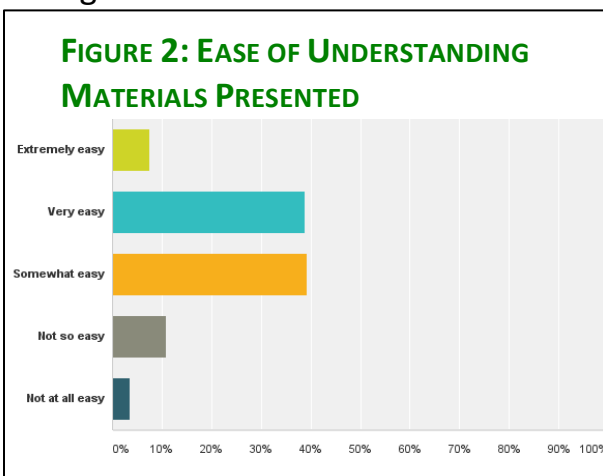
To obtain a deeper understanding of the community's experience of the in-person opportunities provided during the engagement process, a process evaluation and feedback form was available in hardcopy at all Open House events and concurrently online⁶. Participants who chose to provide a contact email address at these events were sent a follow-up email from the City a few days later thanking them for stopping by, and inviting them to complete an online evaluation form if they did not do so during their Open House visit.

Of the 235 respondents to the survey, over 75% indicated that they found out about talkPDI engagement events through the local newspaper. See Figure 1 at right.



When asked how satisfied they were with the amount of notice provided about the events, over 62% said that they were very to extremely satisfied and 26% somewhat satisfied; the remaining 12% not satisfied.

The survey further showed that an equal number of respondents (approximately 39%) found materials presented during Open Houses to be somewhat easy or very easy to understand. About 14% disagreed. See Figure 2 at right.

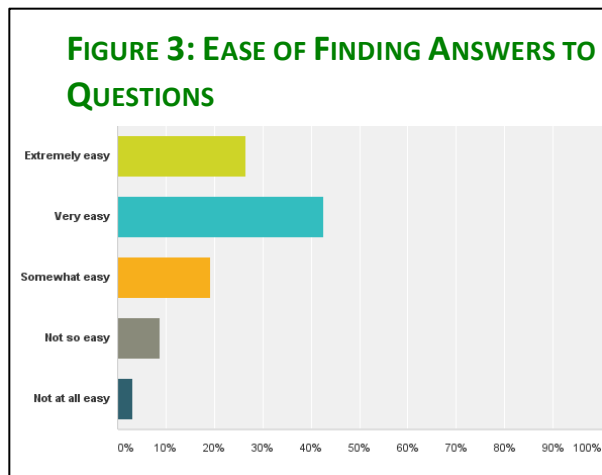


Staffing at the events with knowledgeable experts -

⁶ Online evaluation form is found in APPENDIX 2 with full survey results.



comprised of City staff and CoPHI Board Members - was revealed to be more than satisfactory, since the majority of respondents indicated that they found it very, to extremely easy to have their questions answered during the Open Houses (as seen in Figure 3 to the right). Complete survey results are found in APPENDIX 2.



A variety of constructive comments specific to the Open House format were also made:

- *There might be benefit in having a less detailed but simplified summary.*
- *Information boards should have larger FONT.*
- *More promotion on social media, more advance notice.*
- *Hold it in a space that has carpet so it makes it easier to hear the person you are engaged with.*

There was also evidence that for some, the events achieved information dissemination objectives:

- *I have a better understanding of the issues and decision making process now.*
- *The meeting did shed additional light on the financial impact on home owner.*
- *At first did not think this format ward by ward would be effective, but it was very good.*
- *You have done a great job at trying from your end to inform the public. It is up to the public now to take advantage of reaching out and understanding this material.*
- *I think the “open house” concept is much better than a formal presentation with Q&As.*



- *Thank you for listening to the ratepayers. Companies are ratepayers too!*

3. Online, Social Media and Voicemail Participation

Participants to the process were provided a variety of means to provide input according to their interest, capability and schedules. The intent of having other technology supported communication channels was to solicit comments from, and enable the participation of as many people as possible, including families who may be busy with young children, or individuals with decreased mobility. Table 3 below represents the numbers of comments made through these additional channels. All comments were reviewed and included in the analysis.

TABLE 3: ONLINE, SOCIAL MEDIA & VOICEMAIL PARTICIPATION

Channel of Input	Comments Received (#)
Website	163
Voicemail	34
Social media (Facebook & Twitter) ⁷	325
Total	522

The Twitter Town Hall⁸ held on November 17 actively engaged 18 individuals and created over 16,000 impressions⁹. Other than during the Twitter Town Hall, there were 179 individual and 13,000 impressions related to #talkPDI.

4. Community Leader Research

To augment data obtained from open engagement activities, C2C also undertook to speak with Community Leaders who were identified by the City. By virtue of their broader responsibilities/interests within the community, these individuals help to provide a different, broader perspective on issues. They are well informed and engaged citizens, who are

⁷ Each 'tweet' on Twitter, and entry in the Facebook conversation thread was counted as one comment, even if multiple comments originated from the same person.

⁸ A live chat enabled via Twitter that is promoted for a specific date and time.

⁹ An 'impression' is the delivery of a tweet into a person's Twitter stream. It is unknown if the tweet was read.



aware of societal, business and environmental needs of the community. By explicitly seeking their input, the City strove to augment community feedback about the impact of the Sale on the future of the City.

The interview sample included informed individuals from the community with backgrounds in academia, business, health care, environmental and community studies. With the exception of CUPE, who spoke on behalf of the union, all other individuals did not speak in any official capacity for any group.

Respondents were assured of confidentiality in respect to their specific input. Therefore, feedback from the community leader interviews has been integrated within the body of the analysis, without attributing remarks to specific individuals. Where illustrative comments are provided in the body of this report, the pronoun “He” has been used in all cases to provide anonymity among the sample.

One interviewee (CUPE) chose to return their responses in writing to C2C and others, and was willing to be identified by name and affiliation.

The research approach consisted of a telephone interview lasting 30-40 minutes and was conducted in a conversational style guided by questions designed to elicit their perspectives on the following topics:

- The proposed Hydro One offer to purchase PDI.
- What the proposed sale means for the future of the City and areas.
- Community reaction to the potential sale of the utility.
- What they believed were the three most important considerations that Council should take into account as they make a decision about the offer.

This research was completed during the second and third week of November 2016.



SECTION III: ANALYSIS OF DATA

1. Methodology and Limitations

All community feedback and input submitted through available channels were forwarded to C2C for consideration up until November 18th in order to facilitate analysis and reporting within the required timeline. In total there were 914 individual pieces of data that were reviewed and analyzed in combination with additional input from the research with Community Leaders. The analysis focused on identifying dominant concerns articulated by those involved in the engagement process. Handwritten and electronic input as well as digital voicemail files were uploaded and analyzed using proprietary qualitative analysis software to determine common themes and relationships.

When reviewing the analysis and resultant key findings in the remainder of this report, it is important to remember that the conclusions derived from the data are drawn only from a subset of the population in the Peterborough community and/or served by PDI. The data further only reflects comments provided by people who became involved in the process¹⁰ by choosing to attend an open house, pop-up event, write an email, leave a voicemail, or comment via social media. Further, not all individuals attending an event chose to submit a comment card (e.g., on average, 41% of participants who attended an open house opted to submit a comment card). In some cases individuals mentioned that they are an existing customer of Hydro One and not PDI.

It is also important to note that some individuals chose to participate in more than one engagement activity, and provide comments through multiple channels. This is evident in the findings of the online process survey where 60% of Open House respondents indicated that they had also participated in other streams of engagement. C2C was able to validate multiple occurrences of input from the same individual when reviewing emails and listening to voicemail messages. Again, when analyzing Facebook

¹⁰ The participation figures are shown in Table 2 (p. 7) and Table 3 (p. 10).



conversation threads, data was provided in a manner that did not link a specific comment to an identified participant; making it impossible to determine the number of unique individuals participating in a conversation thread or online feed. For all these reasons, any analysis based on frequency is likely subject to bias.

For all these reasons, conclusions from this research should neither be interpreted as representing the views of the majority of the Peterborough community, nor statistically significant.

2. Interpreting the Results

We believe that it is possible to identify underlying dominant themes from the data, and their interrelationships, and that this provides important directional feedback to Council. The findings can be useful in providing information as the City moves forward in its decision making on the Sale, and for consideration in the planning of future matters necessitating public engagement. The balance of this report focuses on the identification and analysis of these themes.



SECTION IV: DOMINANT THEMES & KEY FINDINGS

Throughout the engagement process, many participants explicitly made their positions known (i.e., whether they were supportive of, unsupportive of or undecided about the Sale). While it is true that a large number of comments were unsupportive of the Sale, many comments also indicated a desire to learn more, have more dialogue, explore options and understand next steps. Some comment cards, email and voice mail messages included strongly “negative” (i.e. don’t sell PDI) position statements, and others strongly “positive” (i.e. “go for it!”) position statements. Many participants chose to explain why they felt the way they did. These expanded comments were critical to better understanding a chosen position. When combined with input from interviews with Community Leaders, a richer contextual meaning is imparted to the report.

An initial finding of the analysis is that community feedback can be sorted into broad categories that cross “positional lines”. More information on this analysis can be found in APPENDIX 3. By having a better understanding of common issues and the level of interest in those issues (as measured by frequency of mention), the City can focus its efforts on addressing these items as it moves through the decision making and consultation processes.

The balance of this report focuses on the dominant thematic areas of interest revealed by the engagement and describes how they are inter-related. These are: Engagement Process, Transparency, Offer Elements, Trust, and Future Implications.



DOMINANT THEMES

Common Areas of interest, questions and concerns cross positional lines. Irrespective of whether a comment indicated support, indecision, or was unsupportive of the Sale, the data reveals areas of common interests, questions and concerns relating to the Engagement Process, Transparency, key Offer Elements, Trust, and Future Implications for the City. Distilling interests into these areas will help the City to focus decision making in a way that objectively addresses the needs expressed by the community.

1. Engagement Process

The engagement process plays a critical role in enabling public support and success of a decision making process. Through engagement the community becomes informed, feels involved and is positioned to better understand the timing of decisions. In essence, both processes must be aligned.

Misalignment in Engagement and Decision Making Processes

In reviewing the data, it is clear that a large number of participants expressed mistrust regarding the public engagement process adopted by the City. Specifically, they wished to have been informed about a divestment of PDI much earlier, to have been made aware of performance matters/circumstances leading to the consideration of a sale, and engaged in meaningful dialogue¹¹ at the time the option of a divestment was being considered. They expressed frustration that they were unaware that a discussion about PDI's future was taking place and uninformed about potential options other than a sale.

¹¹ Meaningful dialogue inferring that feedback would be heard, considered and responded to by the City.



The following feedback supports the view that the decision making process and public engagement process should have been aligned at a much earlier point in time:

- *We needed this kind of information once the news broke.*
- *Start much earlier before – too much time for people to misunderstand the whole concept!*
- *This decision that council is faced with is far too important to be this far ‘downstream’ this early in the process.*

Insufficient Time to Conduct a Robust Engagement Process

Developing shared understanding takes time, and imparting information in a timely fashion is a necessary factor to bringing the community in step with the decision making process. It is clear that many were not at the same decision point, leaving them to feel that there was an “*unseemly haste*” to make a decision, that the process was moving too quickly and felt “*rushed*”. In general, it was felt that this significant decision was deserving of more time and conversation with the community.

- *I also believe this council is rushing the process, this offer.*
- *Why has the sale been pushed through so quickly?*
- *The upcoming Navigant analysis should have been available BEFORE this Public Consultation in order for citizens to have complete information with which to make comment.*
- *Is the haste tied to the 2017 budget cycle, the election cycle, or something else that was not transparently disclosed? Why such a rush to get to the December 5th vote?*
- *The rush to ratify a vote on December 15th, without inviting input from experts other than Navigant, and with not nearly enough time to digest the input provided in these ‘consultations’, just stinks.*

In the absence of timely information due to a misalignment of processes, the apparent speed with which the City will be voting on the Sale, has finally led to a description of the engagement process by the unsupportive as “*a sham*”, “*sales expo*”, “*disingenuous*”, and the decision making as a “*done deal*”. The lack of clear communication of options has fed the perception



that the City was withholding information, contributing to suspicion and mistrust in the minds of some.

- *...clearly a bad deal because the City was not being clear about it.*
- *What are the 'what ifs' if we sell to Ontario Hydro? It seems they don't want to tell us.*
- *The process is flawed and thus I am opposed to the current proposal.*
- *Is public input going to actually make a difference, or is it a matter of making us feel better?*

Process Improvement Suggestions

Others who were more supportive of the sale tended to view the City's engagement efforts positively. They used words like "appreciated", "helpful", "listened to", "good and fair" to describe their experience.

At a practical level, some participants offered constructive and practical ideas for differently designed engagement formats that would help to address the information gap. They proposed that the City adopt approaches that would enable deeper dialogue and learning among participants in a more participatory manner.

- *Next time try some facilitated discussions.*
- *Smaller focus groups.*
- *I would prefer community round table discussions where citizens have real input.*
- *Allow community groups to distribute information...or allow them to have a table.*

Some comments went further to suggest that

- *It would be better to have a public consultation for "both sides" (i.e. sale and no sale). People cannot be fully informed with only one side presented.*
- *... a larger proactive use of the newspaper, TV and local radio-with a special focus on PDI would have provided a forum for informed debate, rather than "just the "ranting letter".... this action would take bravery - -- but this is a BIG decision, and deserves this kind of attentiveness.*

The City should carefully consider the design of the next steps in this process to ameliorate perceptions, address participants' concerns and allow the community to collectively participate at some level in the decision making process.

KEY FINDING 1

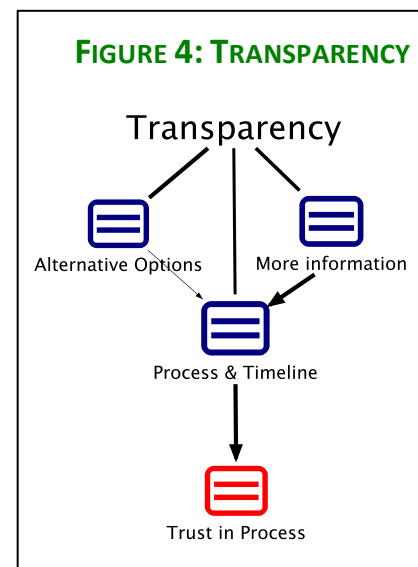
The development of shared understanding with the community about the Sale has been held back by a misalignment between the decision making process and the ensuing engagement process. People want and need a clear, informed conversation that starts early. Public meetings supported by objectively presented information allows for the stimulation of thoughtful thinking and meaningful dialogue over a period of time. November's engagement based on the presentation of a final offer occurred too late in the process, negatively impacting the public's trust in the process.

2. Trust in the Decision Making Process

Trust is the outcome of a process and transparency dynamic. As seen in Figure 4 to the right, analysis of feedback shows that there was a desire for more communication of alternative options to the Sale and more information in general, delivered through a supportive and timely process. By fulfilling these three elements of transparency, the process would be seen as trusted by the community.

Transparency impacts judgment of process

The perception of insufficient information sharing has contributed to questions about the overall robustness of the





decision making process (options, evaluation criterion, analysis). It was mentioned that the City's failure to publish options and publicly present scenarios meant that participants were not given an opportunity to establish a balanced and educated judgment about the potential sale. In the absence of information, participants naturally made their own assumptions, responded emotionally, and challenged what they heard.

- *If there are infrastructure costs to be considered, has that fact not been taken into consideration over the years in the budget planning process?*
- *Where is the organizational effectiveness review with indicators that we should even entertain a sale?*
- *Show me why we don't /can't have the capacity to increase revenue for the city.*
- *Please refocus any time and effort put towards the sale into fixing issues that exist that make you want to sell.*
- *I feel that the city could get more for the amount that is being offered.*
- *Ontario Hydro will now have access to our water utility as well.*
- *The City has not provided more information; people had to search other websites to find information, as the city's web was not user friendly, and links not working.*

The resulting outcome has been to allow the 'no side' to become firmly established, filling the information void with their own sources. This situation was further aggravated "*by the poor reputation of [Hydro One]*", which spoke to many participants who were unhappy with taking a "*home grown company*" and selling it to an outsider who presumably wouldn't care as much.

Participants did not always feel that they understood how CoPHI did, and Council would, make up their minds. The existence of similar questions asked repeatedly through the engagement process indicated that communicating information that allows people to make a thoughtful judgment about how well the industry or PDI is run or managed was a difficult task. Clearly, conveying information about utility debt coverage,



future infrastructure costs, and rate impacts is not simple. For this reason having the Navigant analysis available earlier, along with a discussion format where people could ask questions may have been helpful. Without the Navigant analysis of the Hydro One offer, participants did not have the confidence that they had heard everything. As a result, they described presented materials as *“frighteningly vague”* and *“only arguments in support of business interests that will be virtually forced upon us”*.

The result was a weakening in public trust:

- *I truly do not believe that you haven't already made your decision.*
- *The sale sounds too good to be true. There have been no down sides of this sale mentioned, which is suspect.*
- *This is a bad deal for Peterborough and I will not be surprised if the "fix" is all ready in.*
- *12 people have no business making this decision.*
- *This should be voted on by the citizens of Peterborough, not just the Mayor and Councillors.*
- *Please open this discussion in an open meeting so that citizens can ask the questions that concern them.*
- *...Circumstances here are different because this is dealing with an asset that the City didn't create-it was created by the ratepayers....therefore the City has a responsibility that exceeds other kinds of decisions that are made; to be more mindful of what the people that paid...for the asset development over time...are thinking.*

Rebuilding Public Trust

Some suggested a *“pause”* in the proceedings after the November 24th Town Hall. After having heard from Navigant, Council could then ask participants whether their view of the Sale had changed; and if not, suggest some alternatives from the community. This option would allow Council to ask for another report from CoPHI assessing those suggested alternatives. It was felt that both the additional time and engagement would generate more information on which Council could base their decision, and demonstrate a



commitment to the community engagement process. This potential course of action would address concerns as noted in the following:

- *In any decision there are pros and cons, and I would like to see how the process of considerations was arrived at, including the cons.*
- *The fact that there's one town hall meeting scheduled to hear opposing views doesn't make an equal balance to the large amount of publicity the City has provided for its own intention to sell PDI.*
- *I firmly believe given the lack of proper documentation during the presentations concerning the sale of PDI to Hydro One and the complete failure to answer pertinent questions as to the 'why now'?*
- *So disappointed with the arbitrary deadlines.*

KEY FINDING 2

Transparency of information that is delivered with sufficient time to learn and discuss, earns a community's trust. Lack of timely access to information and availability of 'balanced' information inhibited participants from moving forward in evaluating and accepting content. Consequently, many comments were passionately expressed, and discussions were emotionally charged. There is a prevalent feeling of mistrust that can be ameliorated if more time was made for additional conversation and review prior to final decision making.

3. Views about the Offer

A Favourable Business Proposition

When seen through a near term financial lens in purely business terms, there were some that saw the Sale as a very good option. These respondents felt that this was a good financial transaction for the City in the short run. Specifically they commented that as presented, the business case appeared to be robust, positive, and the valuation fair. They felt that this was an opportune time for the City to accept this offer.



- *...this is a no brainer.... based on how it has been put together and presented in the report, it just seems fairly straight forward. It includes the elimination of significant debt, significant profit, and the opportunity to reinvest and end up with more revenue than we have now.*
- *It will give the city more money, lift the burden of maintenance costs and create jobs.*
- *I wanted to know we wouldn't lose jobs or experience huge increases in bill. I've been assured this won't happen so I feel better.*
- *Peterborough will never again get this good of an offer.*
- *Spent 40 years in senior management business planning/budgeting and I get the proposal! DO IT!*

Influence of Perceptions Regarding Hydro One

Analysis of feedback revealed that all aspects of the offer were inextricably linked to perceptions surrounding Hydro One's reputation, its move towards privatization of ownership, leading to speculation about what that would mean to meeting local interests and needs.

By far the biggest concern focused on Hydro One as being "*one of the most expensive providers to use*". When combined with strongly negative perceptions of Hydro One either from direct experience with the company, or stories shared from neighbours, friends and/or relatives, the net effect is summed up in the following:

- *I do not trust Hydro One based upon their past wasteful record over decades, and particularly their recent history of rate hikes, billing mistakes, and arrogant treatment of their customers.*

This pervasive lack of trust and perceived absence of evidence to the contrary¹², have led to numerous expressions of caution and skepticism regarding Hydro One's commitment and ability to fulfill certain terms

¹² One person even provided a reference to the Auditor General's annual report, citing Chapter 3, Section 3.06, 3.0 summary.



presented in the offer. Of very high concern was keeping electricity rates at a level that would maintain future affordability:

- *I don't want Hydro One in because I'm on ODSP and I cannot afford Hydro One.*
- *We're just terrified that if this is sold, Peterborough would lose control of our hydro prices.*
- *Our house is electric heat and we're afraid to turn the heat up to keep really warm because of the price of electricity.*
- *As soon as it is sold our rates will go through the roof!*
- *Will our community suffer over Hydro One costs? Will poverty grow?*
- *... I am skeptical about it. There is no such thing as "something for nothing"; an element of the deal is 'too good to be true'. Hydro One is not in business to give a present to the people of Peterborough.*

Loss of local control

The concern over rising rates was also directly linked to the view that Hydro One is not a local company sharing "local values". Participants who were vocal against the Sale, most often referenced concerns about losing local and public control. Many expressed the sentiment that "*bigger was not better*". A big, centralized "*faceless*" entity would not care about (or be responsive to) the specific needs, opportunities or aspirations of the City of Peterborough, including the desire for green energy and sustainable energy solutions. Many of these participants felt that local PDI staff worked hard for the community. In addition, with local management they felt that they now had the ability to "*call their alderman*" if something was wrong.

- *Accountability of an outside owner would be difficult.*
- *It is important for the next generation that we keep this resource. When we own, we are in control of the resource and its costs.*
- *Keep it local and invest in local, with climate change we need to rethink old ways of energy use and ownership.*
- *How is Peterborough going to be able to take any initiative toward 'going green' if we don't have control over our power?*



Further undermining participants' confidence that local needs would be met, was the threat of increasing private ownership in the hands of *"foreign investors"*. There was a fear that citizens would not have a voice in making sure that their needs were met, but *"just become part of the corporate agenda of a profit making organization, the benefits of which go to private shareholders rather than to the community."* Some indicated that PDI is a Peterborough business and that the people on the board are *"Peterborough people with a deep concern about its welfare, with a deep interest in bringing value to the community... a locally owned, operated, and staffed business"*.

- *Ontario Hydro's allegiance is to their shareholders, and future decisions will not be made solely in the interests of local citizens.*
- *Now that Hydro1 is more private, the profit motive is greater.*
- *Selling PDI to a 'for profit' outfit will only guarantee that my electricity costs will go up and continue to increase.*
- *The board of directors will be a bunch of people that don't even know where Peterborough is. They will strip out any value.*

Feedback was also provided that objections similar to those above were not based on any clear thought or accurate information, but rather the symptom of a *"groundswell of small town thinking...a desire to keep things as they (never) were"*, and a reflection that *"Peterborough is very conservative, and slightly mistrustful of outsiders"*. It was further observed that perhaps naysayers were driven by a need for *"comfort"* or to possibly demonstrate *"they have their own power"*. These commentators also felt that citizens should be asking different questions about the financial track record and management of PDI, including why the debt has not been retired before now, and/or why the infrastructure hasn't yet been upgraded.

The utility is 'us' now, and it will be 'them'. It will be run and controlled by people who really don't care about Peterborough and have no connection with Peterborough—they will be somewhere else.



Reliability, Resiliency and Energy Security

Considerations linked to Hydro One's larger geographic area of service led some to believe that that Hydro One would be slower to respond to service calls. This was compared to personal experience with PDI, which *"provides faster response, and the ability to keep going in an emergency"*. Again, closely related to this fear was that *"...great big Hydro One is ultimately going to be privatized...people don't trust the 40%"* and that privatization would negatively impact reliability, somehow contributing to a *"brittleness of th[e] system"*.

Moreover, concerns were expressed as to whether Hydro One (within the context of its own priority setting process) would focus or place any kind of priority on the upgrades required for the PDI system. It was believed that even if the system upgrades identified by CoPHI were undertaken and paid for by Hydro One, these expenses would impact the corporate bottom line, and in turn become rate increases as the means of recovering those costs. At least now, the understanding is that money earned through PDI is going back to the City, whereas in future, it would be returned to private investors, Canadian or otherwise. These and other worries were evident in the feedback:

- *To sell PDI to the Province will put our future energy security at risk.*
- *Concerned that Peterborough generation will be the next item we are forced to sell to Hydro One.*

Interestingly an alternative view about reliability was also shared. Mention was made that the manufacturing sector perceived PDI to be singularly focused on keeping the residential sector satisfied. In contrast they believed Hydro One's service record to the industrial customer group might be superior to that received from PDI in respect to expansion connections and power/voltage upgrades.

Adequacy of Employment Terms

Finally some comments expressed dissatisfaction with what was perceived as an unacceptably short employment guarantee for existing PDI employees,



as well as skepticism that existing employees would be provided with long term opportunities with the new H1 Regional Operations Centre.

- *One year guarantee of employment is an insult to employees.*
- *Local utility staff should all keep their jobs.*
- *Thirty jobs is not enough.*
- *Keeping people employed for 5 years instead of one.*

KEY FINDING 3

The City needs to address a core belief expressed by a number of participants that local constituents are the sole shareholder of PDI and that their needs must be respected and met. Given how strong the prevailing negative perceptions are of Hydro One as an 'outsider', and that it would not be accountable to serving local interests and needs in the same way as PDI has done, Council should explicitly and specifically evaluate which future utility (i.e. PDI, Hydro One, or some other alternative) can best meet the City's economic goals while addressing the concerns raised in regards to rates and future affordability of electricity.



4. Future Implications for the City

Concerns were noted in the feedback that too much focus was put on the short term financial windfall of the Sale, with little mention or consideration of the long term implications of the decision. The voiced concerns largely fell into two areas:

- Accountability over how the proceeds of the sale might be used; and
- Impact on future generations living in Peterborough.

Accountability for and Delivering on Sustained Value from Sale Proceeds

In looking at a future without PDI, the primary questions related to how Sale proceeds would be deployed. There was an express desire that there be clear, demonstrable benefit and sustained value for the people of Peterborough. Thoughts and suggestions as to what that might look like were wide, varied and sometimes conflicting:

- *The key for me is that the city retain a revenue source.*
- *Whatever is the most efficient choice and cost saving for families.*
- *I would like a break on property tax or something. Stop charging for water use or do something for us. Most of the people in this city are struggling.*
- *Keeping a fund in place for the zoo.*
- *The City has lots of projects on the go: Library, Canoe Museum, Twin Pad arena, etc. and if fundraising goes astray, may want to use these funds to cover shortfalls.*
- *I want to hear talk of annuity funds that would benefit the community for decades.*
- *Reinvestment should be limited to infrastructure projects only.*
- *Perhaps if that money went to the community foundation, I could approve. But putting it towards capital projects is not a good use of the money.*

While sharing ideas of what was important to them about how the proceeds would be used, it was clear that *“accountability and transparency are of*



utmost importance.” There were a number of comments indicating a lack of confidence in Council’s ability to provide proper oversight of this “windfall”, for the reasons as described in the box to the left.

To address this lack of confidence and trust, it was suggested that

- *The City of Peterborough presents a plan of how it will invest the proceeds of a sale and what they will do with the proceeds.*
- *At the very least, the City should be making a formal proposal/commitment as to how those funds are going to be used.*

In addition to communication of a plan, it was suggested that the City disseminate what percentage of the annual City budget (both the capital and interest) the proceeds would represent. Knowledge of this fact would help the community to

understand the short or long term impact the money could have, relative to City needs and tax rates.

Through the questions and comments received, the community conveyed that it wanted assurances that the City would undertake a detailed evaluation of how the \$50 million could be used and what input the people will be given on its deployment. For some, addressing this issue in a credible way would influence their thinking about the Sale. Increased transparency would further contribute to neutralizing some of the mistrust.

“I’m aware of –and learn from- the past, but I live in the present. I believe that the City can learn from past experiences where monies held in trust have not been deployed as they were directed (like the Morrow Trust), and other experiences-like the historic sale of the municipal gas utility-where the proceeds were used to establish academic institutions that will continue to serve the City and its citizenry. It would be helpful to know that the proceeds of this PDI sale will be honoured and truly serve the public interest—it is important to have this ‘locked’ into the agreement. Because, although the sale is controversial, the public could gain from the sale, in perpetuity.”



Desire for increased participation in decision making

Throughout the discussion of what might be done with proceeds from the sale of PDI, and possibly to bolster oversight around the deployment of funds, participants voiced a strong desire to have a transparent discussion about the future as well as an increased role in that determination process.

- *The question of what happens with the money should be addressed with the people of Peterborough beforehand because it is too much money to sit there, as a temptation, to be spent in various ways.*

The desire to participate in the decision making process not only extended to the question of how proceeds from the Sale would be used, but more so regarding a decision on the Sale itself.

- *There is nothing wrong with exploring fully the option of selling PDI. I would say that it is critical that the public has a say in this decision.*
- *Why not have a public vote and listen to the public.*
- *Why not have a referendum on the issue if council has a difficult decision. I was informed by city staff that a referendum would cost \$500K to run. It is a small price to pay for democracy.*
- *I feel the city should have had a referendum. This is so important to ourselves and future generations.*

Creating a Mechanism for Social Support

As noted earlier in the report, the rising cost of electricity (despite the 10 year distribution rate guarantee) is viewed to severely impact affordability in the future. Some participants wanted the City to consider how citizens could be provided assistance with future electricity costs, possibly through the creation of a reserve fund for community energy assistance to address electricity arrears, or to enable energy conservation and upgrades. Some recommended investment in a community assistance reserve fund that would create perpetual income for the assistance fund.

It was mentioned that Council should consider relinquishing direct control of the funds, or at least define a process by which those decisions are to be made. Several participants recommended that the funds be administered as



a reserve by an arm's length body - such as a Community Foundation of Greater Peterborough for community enhancement and economic vitality - with an advisory committee to oversee the fund and make local decisions about how much would be released each year to help the people who are in the greatest need. Others specifically advocated that the funds be used to support the local health and education sectors.

Impact of Future Energy System on the Next Generation

Finally, there was an underlying note of anxiety about energy: issues of reliability, cost and resiliency. There is a communal memory of supply interruptions (the 2003/2004 black out and flood). Comments indicated a desire for a future where energy supplies are secure, and the future affordable. Generally, participants expressed anxiety "... *about energy pipelines, the security of their drinking water and their kids future--- this is a "super charging thing, whether we know the details or not"*.

Feedback included those who worried about the burden on the next generation of community members and/or wanted to see a sustainable green energy future for Peterborough. In some cases Participants felt that by retaining local control and decisions about energy resources, a sustainable energy system would be enabled.

- *I am prepared to accept increases for energy as we protect the environment.*
- *My biggest concern is green energy and Hydro One has not demonstrated a strong movement in this direction.*
- *One idea is to invest all or a lot of it back into PUG, to facilitate more development of alternative power sources.*
- *Just please make a positive change for this city and our planet.*
- *To sell PDI is obviously a stupid and dangerous thing to do, especially in the face of Climate Change.*
- *I prefer to focus on green energy produced at source. That every house could produce and feed into the grid with subsidized affordable green technologies*



KEY FINDING 4

How the City moves forward in managing the proceeds of the Sale will be critical to maintaining public confidence. The community wants to see a clear plan on how potential proceeds will be utilized to return a benefit to the community in a sustained way. They expressed a strong desire to be involved in the process going forward to ensure little negative impact on future generations of citizens in Peterborough.



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APPENDIX 1 – List of In-Person Events

talkPDI Calendar of Events



Month

November 2016						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
	Otonabee Ward Public Open House	Ashburnham Ward Public Open House	Monaghan Ward Public Open House			
7 Pop-Up at the Peterborough Sport and Wellness Centre Pop-Up at the Evinrude Centre	8 Pop-Up at the Memorial Centre	9 Pop-Up at the Mapleridge Seniors Centre Town Ward Public Open House	10 Pop-Up at Chapters Northcrest Ward Public Open House	11	12	13
14 Pop-Up at the Peterborough Square	15 City Hall Drop In Norwood Public Open House	16 Lakefield Public Open House	17	18	19	20
21	22	23	24 Special Meeting of Council	25	26	27
28	29	30				



APPENDIX 2– In-Person Online Event Evaluation Form & Results

City of Peterborough talkPDI Engagement

* 1. How did you hear about talkPDI? (Please select all that apply.)

- ☐ Local newspaper
- ☐ Local radio
- ☐ Local television
- ☐ Social media (e.g., Facebook, Twitter, other)
- ☐ Neighbour
- ☐ Communication from Local Councillor
- ☐ Other (please specify)

* 2. Which talkPDI event did you attend?

* 3. How satisfied are you with the amount of notice provided about the event?

- ☐ Extremely satisfied
- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Not so satisfied
- ☐ Not at all satisfied

Comments:

4. How easy was it to understand the materials presented?

- ☐ Extremely easy
- ☐ Very easy
- ☐ Somewhat easy
- ☐ Not so easy
- ☐ Not at all easy



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5. How easy was it to have your questions answered?

- ☐ Extremely easy
- ☐ Very easy
- ☐ Somewhat easy
- ☐ Not so easy
- ☐ Not at all easy

6. Have you submitted comments directly to the City either by telephone, hardcopy, or online?

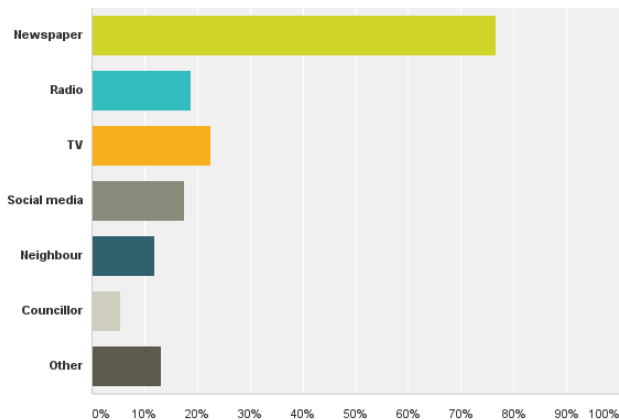
7. Do you have any suggestions on how we can improve the community engagement process?



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Q1: How did you hear about talkPDI?

Answered: 235 Skipped: 0



Powered by S

Q2: Which talkPDI event did you attend?

Answered: 235 Skipped: 0

Answer Choices	Responses
Tue Nov 1 - Canadian Canoe Museum	17.02% 40
Wed Nov 2 - Peterborough Lions Community Centre	19.57% 46
Thu Nov 3 - Clonsilla Fire Station #3	20.43% 48
Wed Nov 9 - Peterborough Lawn Bowling Club	16.17% 38
Thu Nov 10 - Activity Haven Senior Centre	15.32% 36
Tue Nov 15 - Norwood Arena & Community Centre	7.23% 17
Wed Nov 16 - Lakefield Smith Community Centre	2.98% 7
Other event or none	1.28% 3
Total	235

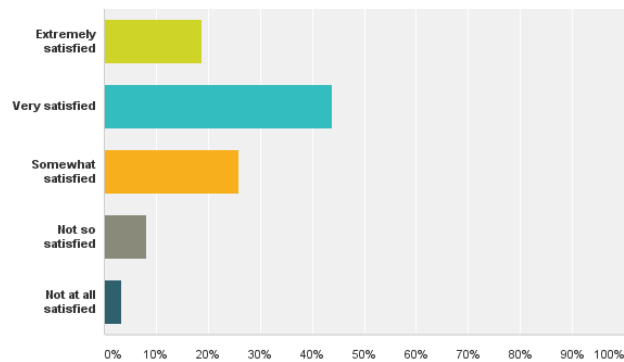
Powered by SurveyMonkey



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Q3: How satisfied are you with the amount of notice provided about the event?

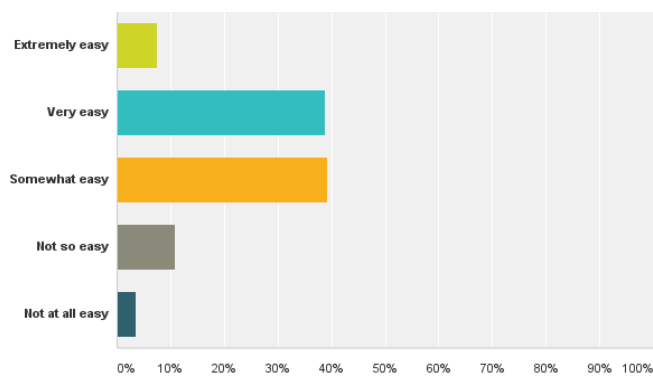
Answered: 235 Skipped: 0



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Q4: How easy was it to understand the materials presented?

Answered: 229 Skipped: 6



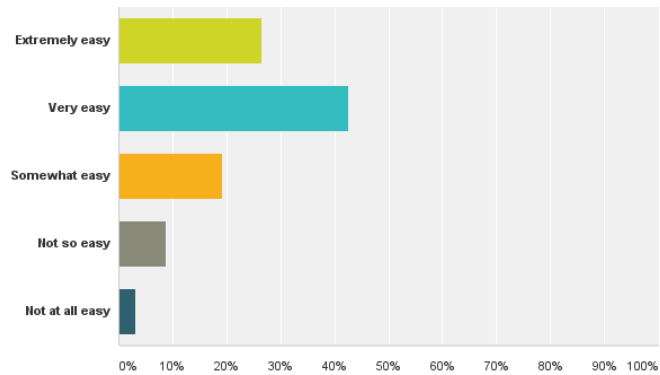
Powered by SurveyMonkey



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Q5: How easy was it to have your questions answered?

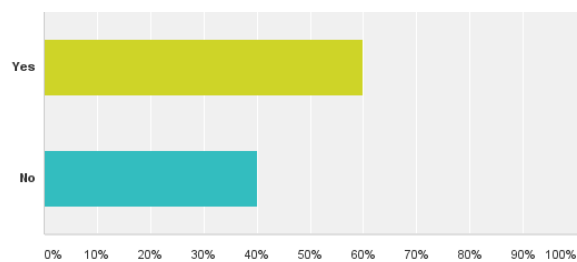
Answered: 230 Skipped: 5



Powered by SurveyMonkey

Q6: Have you submitted comments directly to the City either by telephone, hardcopy, or online?

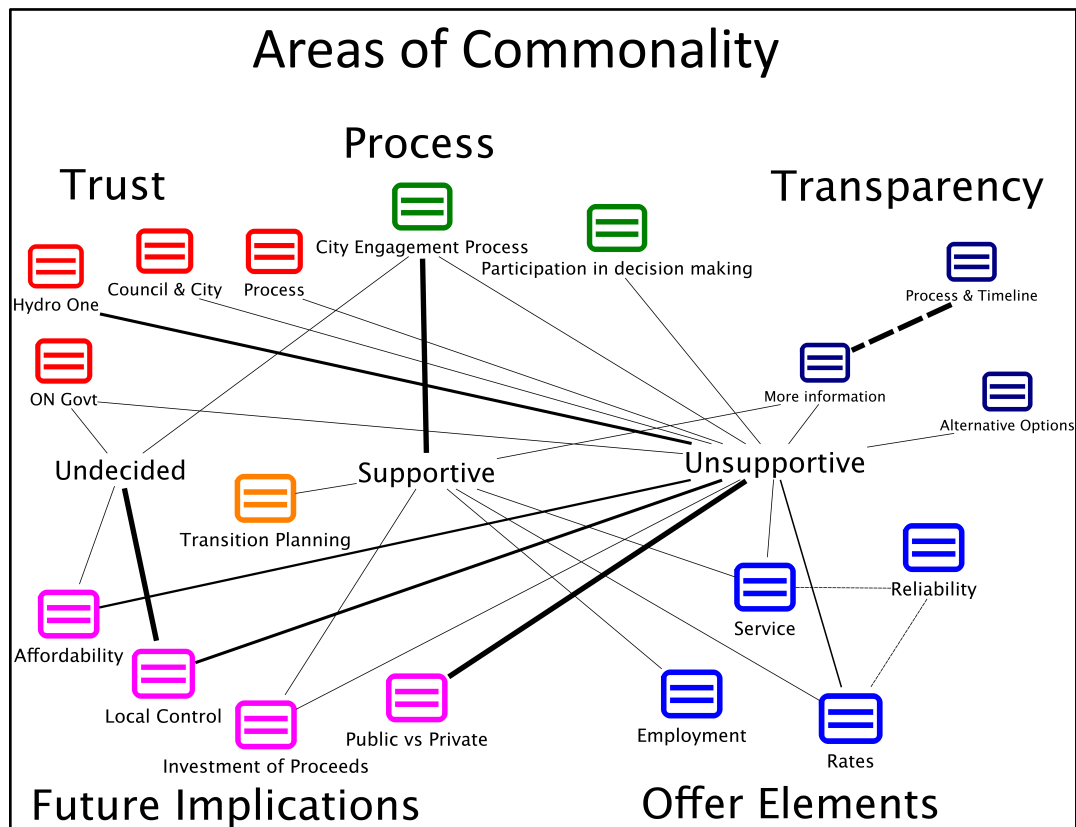
Answered: 24 Skipped: 211



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APPENDIX 3– Dominant Themes Relationship Map



This “relationship map” is intended to illustrate linkages between participants’ stated views of the Sale and an area of comment. In this map, the thickness of a line between an area of comment and a stated ‘position’ represents the frequency of mentions.

It can be seen that the data fell into five broad influencing categories: Process, Transparency, Offer Elements, Trust, and Future Implications. Within these categories, the topic of specific comment is defined. The map illustrates how all parties who have expressed a positional view on the sale share common interests, questions and/or concerns.



To keep the summary diagram simple, direct connections among all nodes are not represented. Conclusions that can be drawn from this map include:

- Concerns expressed by participants who were unsupportive of the Sale talked mostly about the transition from [Public to Private ownership](#), issues related to the loss of [Local Control](#), and their dislike of [Hydro One](#). Although the linkages appear visually lighter between this group and the four elements of the [Offer](#), it is due to offer items being mentioned less often and generally subsumed within the comments pertaining to Hydro One. These remarks were generally unsupportive and largely based on negative perceptions and lack of trust in Hydro One's commitment to fulfill the stated terms of the offer.
- In comparison, Participants who were undecided about the Sale reflected a more narrow focus on issues involving the future than the Unsupportive group, and particularly the role of local control. The map shows that this group cited issues related to [Local Control](#) more frequently than about [Affordability](#); hence the thicker lines connecting the Local Control node to the group of 'Undecideds'. The basis of this group's unease is clearly associated with trust issues with the provincial level of government, and its decision to privatize Hydro One.
- Participants who were supportive of the Sale appeared even more able to focus on "next steps" by expressing their need for details about a [Transition](#) plan. They were also better able to directly review specific aspects of the [Offer](#), particularly the rates and employment parts, and think about how they would like to see proceeds from the sale [invested](#).

Finally where there are dashed or dotted lines, as seen within the theme of [Transparency](#), comments referring to [Process and Timeline](#) were predominantly mentioned in the context of a need for [More Information](#).



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APPENDIX 4 – C2C Strategies

C2C Strategies assists not for profit, corporate, and government clients to connect with diverse communities through innovative and efficiently delivered engagement strategies.

Our operating principles are built on:

- Relationships – We firmly believe that long term relationships are developed from thoughtful and considerate actions.
- Collaboration – Keeps the lines of communication open, allowing us to work in a focused and productive way with clients and their stakeholders.
- Co-creation – Is the space in which we build new paths forward together.
- Innovation – Transcends current thinking to establish “next” practices that will carry into the future.

For more information, please visit: www.c2cstrategies.ca