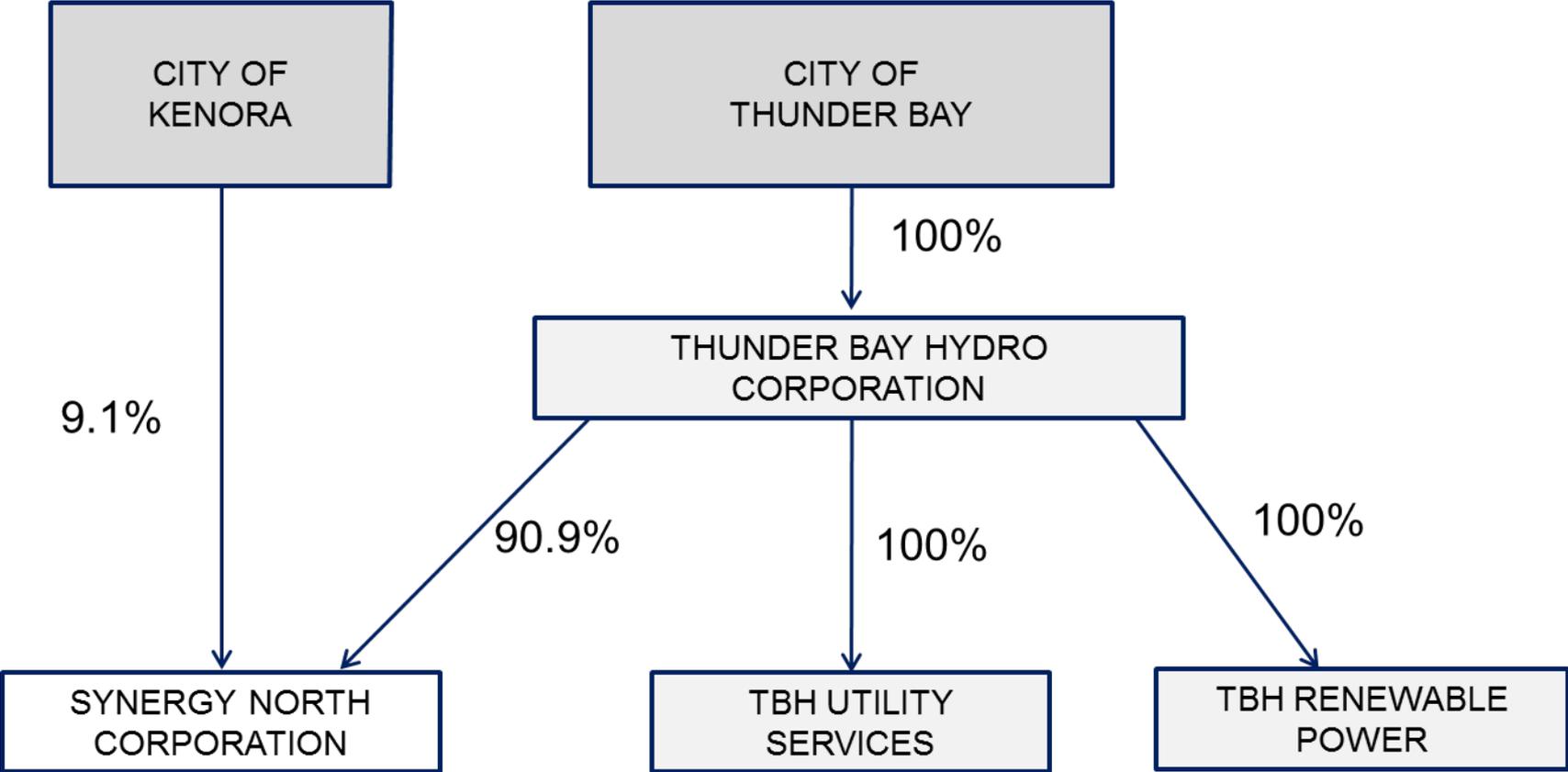




# Corporate Culture & Change Risk Management

June 21, 2019

# Post Merger Structure



# Motivation for Merger

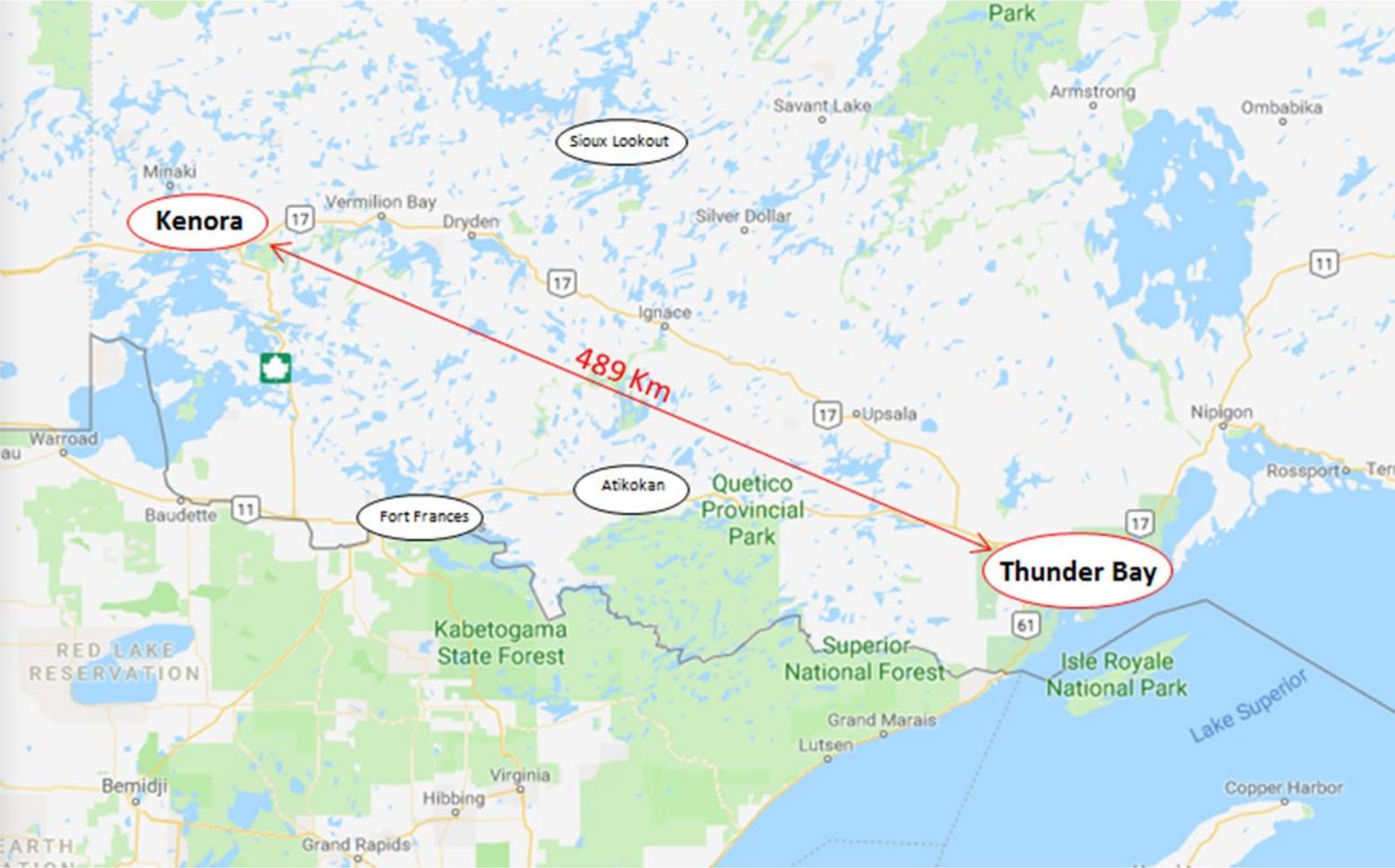
Thunder Bay Hydro's perspective:

- Need to achieve continued economies of scale
- Larger = capacity to manage risk

Kenora Hydro's perspective:

- Board strategic future outlook concluded utility was unsustainable
- Merger or sale only viable future options
- Existing long term business relationship with Thunder Bay Hydro

# Just Down the Road a Bit...



# Culture Challenges

- 90/10 not really a merger of equals – one larger dominant culture
- Kenora staff remain largely a separate work unit
- Need to maintain spirit of teamwork/family while evolving culture
- Want to bring aspects of larger culture to Kenora
- Need to bring culture of risk management, planning, formality of process, attention to detail, urgency
- **NEED TO BE PATIENT!**

# Merger Impacts on Existing Culture

- Rebranding energized TBH staff – reinforced ‘business as usual’ not an option
- Merger illustrated need to become more efficient and increase capacity
- Extending processes has prompted rethink, redesign, improvement
- Communication across communities – need to rethink Employee and Customer Engagement
  - little things – staff meetings, internal directories, recognitions programs, etc.
  - forces us to think more ‘regional’ in nature





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