



Horizon Utilities Corporation – Policies & Procedures

Subject: Communications Policy	
Section: Corporate Communications	Number: 6.07
Issued: April 26, 2007	Revised: May 21, 2009

Application:

This policy applies to Horizon Utilities Corporation (“Horizon”), its officers, directors and employees.

Purpose:

To ensure that communications across Horizon are well co-ordinated, consistent, effectively managed, and responsive to all of Horizon’s stakeholders. To provide an overview, principles, and guidelines to direct Horizon Communications.

Communication Principles:

At the centre of Horizon’s Communication Strategy is the company’s vision, mission and values. The Communication Strategy ensures that these central tenets are enshrined in day-to-day communications activities. The Strategy reflects the high-level decisions of Horizon’s Board of Directors and the strategic direction of the Corporation.

Horizon Utilities is committed to communicating openly and honestly with all audiences and adhering to the following principles of communication:

1. Provide all stakeholders with timely, accurate, clear, objective and complete information.
2. Employ a variety of ways and means to communicate, and provide information in multiple formats to accommodate the needs of varied stakeholders.
3. Build into the Communication Strategy sufficient flexibility to encompass and address issues outside of the Communication Strategy, allowing identification of emerging issues and development of communications programs, as required.
4. Consult with stakeholders, listen to and take into account stakeholders’ interests and concerns when establishing priorities, developing policies, planning programs, and initiatives.



5. Safeguard the trust and confidence in the integrity of Horizon's operations through effective communications aligned to the Code of Conduct, policy 6.02.
6. Ensure all internal stakeholders work collaboratively to achieve coherent and effective communications with external stakeholders.

Communication Goals:

Horizon sees communication as a shared responsibility involving the Board of Directors, management and employees at all levels. It calls for cooperation within and among all departments and with the CEO, Board of Directors and Shareholder(s).

- **Effective and Accountable Management:** Ensuring that communications are integrated into the business planning cycle and into all phases of policy, program and service development and management evaluation.
- **Values and Ethics:** Communicating in a manner that affirms Horizon's values of openness and respect.
- **Listening and Evaluating:** Recognition and analysis of regulatory and political issues and the public environment to help identify and assess proposed programs in light of the wants, needs and views of the stakeholders.
- **Open Communication:** Maintaining open communication with all stakeholders and developing proactive strategies to assess and address stakeholder concerns.
- **Outreach:** Fostering feedback and enhancing Horizon's reputation. Building and maintaining communication partnerships with stakeholders to achieve Horizon's strategic objectives through planning, coordinating and promoting Horizon's reputation and community involvement.
- **Monitoring:** Continuously measuring and improving communications programming against objectives to align with corporate strategy.

Shareholder Communication:

The Board recognizes the importance of open and transparent communications and the decision-making process and as such is responsible for keeping the Shareholder well-informed on significant operating and development activities on a timely basis.

Reference - *Shareholder Communication Policy 6:05*



Horizon's Stakeholders:

Community
Contractors
Customers
Financial Markets
Employees & their Families
Industry & Business Partners
Labour Representatives
Media
Municipal, Provincial and Federal Governments
Police, Fire, EMT
Regulatory Agencies
Retirees
Shareholders
Suppliers