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## **EPCOR's Approach to Public Engagement – Report to Utility Committee June 2018**

### **1. Report Purpose: For Information**

This report is presented to Utility Committee for information. It outlines EPCOR's approach to public and stakeholder engagement, and how that approach aligns with the Council Initiative on Public Engagement and the commitments made in the Drainage transfer. Although Utility Committee does not regulate EPCOR's electricity operations, for greater context we have included information on how public engagements are conducted for Water, Drainage, and Electricity, recognizing that Edmonton residents are stakeholders across all our lines of business, and that our projects may have overlapping impacts on communities.

The Letter of Intent (LOI) between the City of Edmonton and EPCOR outlining the details of the Drainage transfer, included the following principles:

- 1) The public's interests must be a top priority....
- 9) Mechanisms to address and include...equivalent public involvement to current environment situation...

In addition, and specific to the Stormwater Integrated Resource Plan (SIRP), Schedule B of the LOI included the following:

Under the new EPCOR Drainage Bylaw, Utility Committee (and Council) will continue to direct the development of significant initiatives, in which it will require EPCOR's involvement and regular reporting to the Utility Committee on progress. For example, for the development of a Stormwater Integrated Resource Plan (SIRP), EPCOR will conduct extensive community consultation and will adopt consultation and engagement principles and guidelines established through the "Council Initiative on Public Engagement."

On February 23, 2018, EPCOR presented an information report to Utility Committee on the public engagement process for the development of SIRP, and its alignment with the Council Initiative on Public Engagement. The report also described how public engagement is implemented for one type of infrastructure, the development of dry ponds. This report provides a broader scope of information on EPCOR's approach to public engagement, including its alignment to the Council Initiative. Given the overlap in subject matter, some information is repeated from the February report. In addition to describing the current state, the report also includes information on a number of opportunities we are exploring for continuous improvement.

### **2. Evolution of Public Engagement at EPCOR**

#### *History and Principles*

EPCOR's current approach to public engagement has its roots in policy and procedures that were developed and first implemented in 2004, then used for major projects including licence renewals, facility permitting, and the design and development of the Heartland Transmission

project which was approved in 2011. Since 1993, EPCOR has also shown our commitment to ongoing community engagement by bringing together groups of people representing the viewpoints of different stakeholders to receive information and provide input related to emerging issues in the water utility and the impact on the community, watershed area, customers and the environment (e.g., Community Advisory Panels, Community Liaison Committee, and Community Advisory Task Groups). While the regulatory context, technology options, and public engagement tools have evolved considerably since then, the following preamble and statement of principles from the original policy still captures the company's ethic towards public engagement:

Preamble: EPCOR's role is to provide essential elements for living, both today and in the future. We believe that our opportunity to enrich the quality of life for the people, businesses, and communities we serve depends on our ability to provide cost competitive and reliable services, and our ability to build and sustain relationships with the people who are critical to our success.

Policy Statement: We demonstrate social responsibility by building and sustaining relationships through effective consultation on our business, operations and new ventures. Our consultation process ensures that stakeholders have the opportunity to provide meaningful input into projects that affect them. Our resulting decisions and actions are guided by our understanding of our stakeholders interests and priorities and the values we share.

In addition to community stakeholders, EPCOR engages with Indigenous communities and organizations. This is discussed separately below.

### *Understanding and Addressing Social Friction*

By the late 2000s, in response to the increasing scale of EPCOR's planned capital investments, the company engaged in industry-leading research into the causes of what we termed "social friction," and its potential mitigation through improved public engagement. The findings from this research were incorporated into the company's approach to public engagement.

Social friction results from differences in the perceptions, values, and capacities of interdependent stakeholders. The term is more comprehensive, neutral and less value-laden than many of the terms and labels commonly applied. Social friction may be desirable if it provides traction to brake planning or implementation from going forth without due deliberation on stakeholder considerations. It may be undesirable if it causes excessively slow or inefficient development, undermines a reasonable balance between community and individual interests, or results in projects with sub-optimal designs that fail to take into account the values and interests of stakeholders (a missed opportunity).

The principal findings incorporated from the research were that perceptions of process were important influencers of engagement outcomes. A lack of faith in the engagement process, the perception of risk, and the level of equity and fairness, had a strong influence on the outcome, as did facility characteristics and community characteristics. These influences combine to inform

stakeholder judgment of the risks and benefits associated with a project, and the acceptability of these risks, benefits and tradeoffs.

The effectiveness of communications and engagement about a proposed project is therefore a primary influence on the outcome. In our judgment, it is necessary to design engagement processes that meet regulatory requirements, but this alone is not always sufficient to build confidence in the engagement process. EPCOR's approach seeks to supplement the regulatory requirements for engagement where appropriate, and deliver engagements that are characterized by due process and respect for people who believe they will be affected by a project.

### *EPCOR's Approach to Public Engagement*

Development projects have the potential to create impacts, and require regulatory approval from varying levels of government. Stakeholder understanding and support is critical. EPCOR aims to engage in collaborative, transparent and respectful planning that results in permitting, building and operating critical infrastructure in a way that is aligned with the interests and priorities of the community, and that meets the needs of the broader society. We believe that:

- The community must be heard and understood. We seek to learn what is important to the community;
- While meeting the technical, regulatory and public interest requirements for public infrastructure, developments can and should be adapted to reflect stakeholder values, and stakeholders should be able to see their input reflected in the project design;
- Honesty, transparency and accountability are the basis for earning trust;
- Delivering on our commitments is the foundation of our social license to operate.

In our engagements, we seek to:

- Design an engagement process that considers community preferences for how they wish to be engaged, the extent of potential impact on the community, and the extent of adaptation possible within the known technical and regulatory requirements;
- Meet or exceed all regulatory requirements for stakeholder engagement;
- Understand the values and interests of the affected stakeholders;
- Incorporate public input into the design of the project and consideration of alternatives;
- Clearly communicate the final design decisions and how public input was incorporated;
- Be a good partner to the community throughout construction and the life of the facility or infrastructure.

Stakeholders can also be affected by the cumulative impact from multiple developments and engagement processes, particularly if they are time-consuming, inefficient in their design, and reliant on the same stakeholders for input. These factors can result in stakeholder fatigue, and may reduce the volume and quality of stakeholder input, undermining projects. Where possible, EPCOR seeks to understand potential cumulative impacts and adapt its engagement processes

to mitigate stakeholder fatigue. When successfully implemented, the process results in stakeholders viewing the company as a neighbour or partner of choice.

#### *Joint EPCOR-Community Agreements and Community Advisory Panels*

In addition to project-based engagement, EPCOR has additional long-standing community and public engagement mechanisms developed by mutual agreement with stakeholders. An example is the joint *Communications Protocol* between EPCOR and the Rosedale Community League, which expresses the mutual commitment of the parties to engagement and communications about the Rosedale site and community issues, defines a process for information sharing, and outlines standards for documenting decisions.

Community Advisory Panels (CAP) are groups of 10-25 stakeholders representing a variety of customer rate classes (residential, multi-residential, commercial and industrial) and major stakeholders in specific communities and/or geographic areas. These groups provide feedback and input on a community's priorities related to all aspects of water and wastewater service delivery such as water efficiency, legislative and technological changes, pricing, customer care, and water quality issues.

The CAPs bring together a group of people representing the viewpoints of different stakeholders to receive information, and provide input related to emerging issues in the utility and the impact on the community, water service area, customers and the environment. The CAPs have proven useful in gaining insight into specific communities and increasing public engagement and understanding on operational issues and programs.

### **3. Operationalization of the Public Engagement Framework**

#### *EPCOR's Vision, Values and Strategy*

The company's current approach to and interest in public engagement is anchored in its vision, values and strategy. EPCOR's vision speaks to being a "premier essential services company, trusted by our customers and valued by our shareholder." EPCOR's values include "acting with integrity," and being "trusted by our customers." The company's long term plan demonstrates a focus on being known as a trusted and safe operator of our existing businesses, and making prudent capital investments in regulated and contracted utility infrastructure in Edmonton and across North America. Building and sustaining stakeholder support is critical to achieving these goals.

#### *Framework: IAP2 Public Participation Spectrum and Regulatory Requirements*

EPCOR's engagement approach was developed with reference to the Canadian Standards Association's Q850: Risk Management Guidelines for Decision-makers, and the core values and public participation spectrum of the International Association for Public Participation (IAP2), which are a best practice standard for public engagement.

EPCOR's project engagement plans are designed to meet or exceed all regulatory requirements for stakeholder engagement, which primarily consist of Alberta Utilities Commission Rule 007 (for electricity projects), and City of Edmonton requirements for notification and public engagement related to land development (for certain Water and Drainage projects within Edmonton).

### *Training and Team Organization*

The IAP2 spectrum functions as a corporate standard for effectively working with stakeholders and stakeholder groups, and for training and working with project teams and consultants. A number of EPCOR's public engagement team members have participated in IAP2 training or hold IAP2 accreditation, and have experience with or training in the application of Rule 007. EPCOR's team was also invited to advise on amendments to Rule 007 to better meet the needs of urban stakeholders.

We also have engagement professionals on our operational teams with experience and/or training in conflict resolution and negotiation, group facilitation methods and public hazard/risk perception. Because communications is a foundational skill in engagement work, we also benefit from skilled communications professionals embedded in each of our operational units who support our outreach efforts.

Supporting our operational engagement teams, we also have external customer relations call centre agents who manage one-to-one inbound customer de-escalation work associated with our operations.

Public engagement is led by Public & Government Affairs team members in each Business Unit (Water, Drainage, and Electricity). Team members are assigned to project teams, generally for the duration of a project's development and construction, which provides an ongoing point of contact for the community.

In addition to project assignments, team members maintain ongoing relationships with stakeholders and community organizations. This facilitates early recognition of potential project impacts based on known community characteristics, an understanding of potential cumulative impacts based on recent or planned work in the community, and provides a familiar point of contact for stakeholders.

EPCOR public engagement practitioners meet as a cross-business unit and corporate team to share information on current and future projects, plan their activities on a neighbourhood basis, and share best practices. They work closely with EPCOR's corporate communications, government relations, Indigenous relations, call centre, project management, regulatory and media relations groups.

### *Regulatory Requirements and EPCOR's Procedures*

#### Alberta Utilities Commission (AUC) – Facility Applications

EPCOR routinely files Facility Applications with the AUC for approval to construct and operate new or altered power generation and/or transmission facilities under the *Hydro and Electric Energy Act*. In AUC Rule 007 Appendix A1, the factors that an applicant should consider when creating its participant involvement program (PIP) are clearly listed. Under this rule, EWSI is required to inform “all persons whose rights may be directly and adversely affected by a proposed development” (see AUC Rule 007, p46) and provide them with “an opportunity to voice their concerns and an opportunity to be heard” (Ibid.). EPCOR takes these participant involvement obligations very seriously and is committed to establishing open and effective lines of communication with stakeholders throughout the planning and execution stages of our AUC-regulated projects. EPCOR has a defined process across its operational units through which we meet these regulatory obligations.

#### City of Edmonton – Land Development Applications

On projects located within the City of Edmonton that require land rezoning approval, EPCOR follows the City’s guidelines on requirements for public notification and engagement. EPCOR determines the need for a public open house or other public engagement tactic based on the project-specific impacts, location and details; however, the City of Edmonton are responsible for the public notification process. Once EPCOR submits a rezoning application, they determine if an open house is required based on the amount of feedback received. An open house would be managed by the City of Edmonton, separate from EPCOR’s open house.

#### City of Edmonton - Bylaw 7188 – North Saskatchewan River Valley Redevelopment

EPCOR’s water and drainage operations are, by their nature, located in and connected to the river valley. On projects located in the River Valley, EPCOR complies with Bylaw 7188 North Saskatchewan River Valley Redevelopment. On these projects, where applicable, EPCOR submits an Environmental Impact Assessment (EIA), Site Location Study (SLS), and/or *Historical Resources Act* – Statement of Justification.

#### Aboriginal Engagement Office

On Edmonton projects located in the river valley, or around the Rossdale site, a pre-engagement assessment request is submitted to the Alberta Aboriginal Engagement Office (ACO) to determine if Indigenous engagement is required. If engagement is required, the ACO decision identifies the level of engagement and the First Nation(s) and/or Metis Settlement(s) to be consulted.

### *Additional Technical Tools and Procedures*

#### Hotline & Email

EPCOR has stakeholder hotlines assigned to its business units to respond to stakeholder questions or comments. This line is monitored during work hours from 8:00 a.m. - 5:00 p.m. on weekday and is managed by stakeholder engagement staff. Should a caller receive a voice



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message on the stakeholder hotline, the message encourages customers to hang up and call alternate lines in the case of an emergency.

All Communications and Stakeholder Engagement Specialists working on the hotline and managing the project email have been trained to listen and empathize with stakeholders, to forward issues to the appropriate EPCOR expert, and to address issues as quickly as possible. They have also been trained to follow up on issues either directly with stakeholders, based on discussion with EPCOR experts on each specific matter, or to follow-up with EPCOR experts to ensure commitments to stakeholders are met according to schedule.

#### Technical Tools

EPCOR uses database and management systems to record, track and resolve stakeholder issues and manage incident reporting. The engagement tool is designed for projects and activities involving interactions with stakeholders and business contacts, and can also act as a communication system by issuing notices to key users and also as a database for project stakeholder contacts.

A section on [epcor.com](http://epcor.com) has been developed to disseminate information related to all large operational or capital projects. Content related to project updates, open houses, getting involved in ongoing engagement through Community Advisory Panels and general project information is available here and is used as a resource in directing stakeholders to additional resources.

#### *IAP2 Engagement Spectrum and the Council Initiative on Public Engagement*

EPCOR's public engagement process, based on the IAP2 engagement spectrum (consult, involve, collaborate, empower), maps to the City of Edmonton's public engagement spectrum (advise, refine, create, decide) as illustrated in this table.

Some of EPCOR's public communications use the City of Edmonton's terminology (advise, refine, create, decide) for projects, where it would provide audiences with a more familiar point of reference such as joint City-EPCOR Open Houses. Other public communications use EPCOR's engagement process terminology (consult, involve, collaborate, empower). Regardless of terminology, the levels are substantively the same.

EPCOR Public Engagement Process	City of Edmonton Council Initiative on Public Engagement
<p>Consult</p> <p>To obtain public feedback on analysis, alternatives and/or decisions. We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</p>	<p>Advise</p> <p>The public is consulted by the City to share feedback and perspectives that are considered for policies, programs, projects, or services.</p>

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EPCOR Public Engagement Process	City of Edmonton Council Initiative on Public Engagement
<b>Involve</b> To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	<b>Refine</b> The public is involved by the City to adapt and adjust approaches to policies, programs, projects, or services.
<b>Collaborate</b> To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. We will look to you for advice and information in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<b>Create</b> The public collaborates with the City to develop and build solutions regarding policies, programs, projects, or services. This can include community initiated engagement.
<b>Empower</b> To place final decision making in the hands of the public. We will implement what you decide.	<b>Decide</b> The public is empowered to make decisions directly or on behalf of the City about policies, programs, projects, or services.

Outside of the two spectrums, the processes also recognize the role for communications during the life cycle of a project, as distinct from engagement, or for non-project based situations where communications is the appropriate activity:

EPCOR	City of Edmonton
<b>Inform</b> To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	<b>Communicate</b> Inform, listen and learn.

### *Level-Setting for Projects at EPCOR*

An important decision for EPCOR project teams is establishing the level of public participation that will be used for a project, or for ongoing community engagement. While projects are evaluated on a case-by-case basis, the following section illustrates the types of projects that are assigned to each level.

As this section demonstrates, there are a wide range of potential community impacts from EPCOR projects, and this results in significant differences in the peak level and duration of public engagement. These project level differences also drive business unit differences in the focus of engagement efforts and the tactics used. Generally speaking, Water's linear



infrastructure projects are of shorter duration and lower community impact than Drainage linear projects, and Water has few projects with the design input complexity of a Drainage Dry Pond. Conversely, Water operating facilities generally have greater ongoing engagement with neighbouring communities, based on the facility siting, history and characteristics.

### **Level 1: Consult**

*To obtain public feedback on analysis, alternatives and/or decisions. We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.*

Frequently used. Examples of projects at this level include:

Capital projects with a customer impact or major traffic implication:

- Larger Impact Water Line Renewal Projects: Speak in advance with community to understand potential issues ahead of time. Work with the residents and businesses to determine the optimal traffic accommodations. This includes relocation of bus stops, parking, and access to businesses.
- Gold Bar Sanitary Grit Residuals Treatment Facility: Providing stakeholders with opportunities to express concerns and raise issues with respect to the project and to have those concerns and issues addressed.

### **Level 2: Involve**

*To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.*

Frequently used. Examples of work at this level include:

Understanding community priorities

- Water Community Advisory Panel Meetings (3-4 times/year). CAP provides input on water related policies, programs and projects that may impact customers, the community, the environment and the larger watershed area.
- Gold Bar Community Liason Committee (twice per year). Provides input to EPCOR on policies, programs and projects that have an impact on customers, the community, the environment and the larger service area. Members of the CLC help EPCOR to better understand the community's priorities and provide input related to all aspects of wastewater service delivery.

Projects impacting site perimeters

- Stakeholders, community members and the public are engaged through a range of methodologies that aim to provide an inclusive, safe and efficient method of gathering feedback from diverse voices to adapt and adjust the project design.
  - Gold Bar Operations Centre & Rezoning (Includes work with the Gold Bar Community Liaison Committee.)

- EL Smith Solar Farm (Included notification of 17,000 residents and direct engagement with all residents within 800 metres.)

#### Dry Ponds:

- Work closely with the community from the project inception to determine the tactics and amount of community engagement required in the design phase. Also work closely with the community to determine the facility impacts and final design to reflect local needs. (e.g. Parkallen Community League Sub-Committee, which provides guidance on gathering data from the community, provides input on design, and assists in developing information for open houses and community questions)

### **Level 3: Collaborate**

*To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. We will look to you for advice and information in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.*

Infrequently used. Examples of projects at this level include:

Ongoing relationship-building around sites

- Communication Protocol with Rossdale Community League

#### Dry Ponds

- Collaborate with the community on decisions related to future amenities for dry ponds in recreation areas. Collaborate with the City and the Community on decisions related to vegetation selection and placement for naturalized dry ponds. (e.g. Parkallen community will be directly involved in selecting recreation amenity options and the overall aesthetic design of the dry pond.)

### **Level 4: Empower**

*To place final decision making in the hands of the public. We will implement what you decide. Infrequently used.*

Rarely used or appropriate. A non-project based example of this level of engagement is the former Community Essentials Council, an advisory and decision-making body established by EPCOR and composed of community members, which adjudicated grant applications for a portion of the company's community investment program. Examples of projects at this level include:

Ongoing relationship-building around sites

- Rossdale Community Garden Design

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### *Outside the Engagement Spectrum: Communications*

A high volume of EPCOR infrastructure work involves planned and unplanned maintenance required to sustain the reliable delivery of water, drainage and electricity services. Much of this work occurs outside the engagement spectrum, as communications.

#### **Inform**

*To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.*

Very frequently used. Examples of projects at this level include:

Required maintenance to ensure reliability with minimal customer impact:

- Infrastructure Low Impact Renewals: These projects bring limited impact (we provide a notice of planned outage 24 hours in advance)
- Hermitage and Rundle park sludgeline work during winter months

Rehabilitation projects and emergency projects

- Provide information to residents and businesses on the status of projects, community impacts and updates on timelines. Provide direct contact information to community for any follow-up questions or concerns.

### *Aligning Engagement and Communications to Project Phases*

Each phase of planning, design and construction of major projects has an associated approach. Projects may begin and end outside of the engagement spectrum, with communications. During the project execution, the peak level of engagement usually occurs during detailed design. The following table illustrates the typical engagement or communications approach at each stage of a project's life cycle. While these are typical, projects are unique and the engagement approach is tailored to each project and community.

Project Phase	Typical Engagement Level
<b>Conceptual Design</b> The scope of work is verified. Elements such as the project location, environmental and regulatory requirements, cost assessments and resource planning are determined.	<b>Outside Engagement Spectrum: Inform</b> Engagement will begin once project has been approved for execution. Provide balanced and objective information in a timely manner.
<b>Preliminary Design</b> Further refinement of scope of work is completed. Environmental and geotechnical investigations, regulatory and legal permitting requirements are determined. More refined project costs and schedules are completed.	<b>Consult</b> Provide balanced and objective information in a timely manner. Obtain public feedback on analysis, issues and or decisions

Project Phase	Typical Engagement Level
<b>Detailed Design</b> Detailed project construction costs, project schedules, requirement for construction and risk assessments are completed. Procurement requirements and tender documents preparation. Project budgets are finalized.	<b>Consult → Involve</b> Obtain public feedback on analysis, issues and or decisions. Work with the public to make sure concerns and aspirations are understood and considered.
<b>Pre-Construction</b> Construction commences.	<b>Consult</b> Provide balanced and objective information in a timely manner. Obtain public feedback on analysis, issues and or decisions
<b>Construction</b> Construction commences.  <b>Commissioning / Warranty</b> Construction is completed. The components are tested to ensure they are without any major defects or deficiencies. The warranty period is when deficiency will be rectified.  <b>Complete</b> The project is officially closed.	<b>Outside Engagement Spectrum: Inform</b> Provide balanced and objective information in a timely manner.

### *Linkages to City of Edmonton Accountabilities*

The above illustrates EPCOR's processes for its projects. As discussed in the February SIRP report, for Dry Pond projects the City of Edmonton retains decision-making control for the selection of amenities to be incorporated into Dry Pond designs, and then directs the utility to incorporate specified amenities. While EPCOR leads the overall community engagement process, and works directly with stakeholders on detailed design, the City's decisions on Dry Pond amenities are informed by its own engagement with stakeholders. This process linkage is unique to Dry Pond projects, and will be documented through further work with Administration.

### *Indigenous Engagement*

EPCOR's engagement with Indigenous communities looks to achieve a high standard of open communication, meaningful engagement and valued participation in project development. EPCOR believes that positive relationships with Indigenous communities are a critical component to being a responsible corporate citizen and that the foundation for positive relationships is the recognition and respect of the rights and interests of Indigenous communities.

EPCOR has operations in historically significant areas, by way of our Rosedale electrical and water treatment facilities, which connect us to Indigenous histories that extend for thousands of years before European settlement. We work with well-respected archaeologists, and partner with First Nations and Indigenous communities, to monitor work in the River Crossing area. This has led to participation by Nations when artifacts have been found, and the inclusion of

Indigenous peoples when ceremonies have been required to lay to rest bone fragments and other reminders that the land we are on was significant long before EPCOR arrived.

While relying on the Province of Alberta to identify when and where a Duty to Consult has been triggered, EPCOR builds direct relationships with First Nations, Métis communities and Indigenous peoples respecting our projects and sites. Where a project may have a tie to traditional lands or an area of cultural and historical significance, we look to identify, at the earliest stages, which Nations and communities may be impacted. From there, a robust engagement program is undertaken and, at the direction of each Nation or community, may involve Elders, youth, Chief and Council and specialist departments. This ensures that expertise is recognized and utilized for mutual benefit. This approach allows EPCOR to work with Nations to define specific consultation strategies and determine the level of involvement that a Nation feels is appropriate to recognize the cultural and historical impacts of a particular project.

#### **4. Continuous Improvement**

Public engagement is continuously evolving in response to new engagement standards, technology capacity, regulatory requirements and community expectations. In addition, EPCOR's engagement teams and Public & Government Affairs units seek continuous improvement as part of EPCOR's commitment to operational excellence. Teams are currently exploring or implementing potential improvements in the following areas:

##### *Modernizing Stakeholder Information Resources*

Engagement projects are obligated to track and report on stakeholder contacts, including issues raised, exchanges of communications, and issue resolution. Two software platforms are in use today. As those platforms near end-of-life, we will evaluate transitioning engagement teams onto a common software platform for stakeholder tracking. This has the potential to facilitate people movement, reduce training time, and gain access to new functionalities.

##### *Holistic View of Stakeholder Interactions*

Currently, stakeholders grant permission to a specific EPCOR business unit to collect and use their personal information in the context of a project. EPCOR's business units may not share that information with each other, which has the potential to impede recognizing the overlapping impacts of projects on individual stakeholders, and which prevents having a single record with the full context of their history with EPCOR. We will be evaluating potential solutions that would be compliant with privacy legislation, transparent to stakeholders, acceptable to regulators, and which would improve our ability to deliver projects that meet community expectations.

##### *Customer/Stakeholder Portal*

We are evaluating options for creating a single, consolidated, interactive map that would help users find projects that are relevant to their community or interests.