

EPCOR's Approach to Public Engagement

Utility Committee Presentation
June 8, 2018

Context

Drainage Letter of Intent between COE and EPCOR:

- Public interest must be a top priority
- Mechanisms to address and include equivalent public involvement
- Utility Committee (and Council) will continue to direct development of significant initiatives including the Stormwater Integrated Resource Plan (SIRP)
- EPCOR's alignment with the Council Initiative on Public Engagement

Evolution of Public Engagement at EPCOR

- Since 1993, EPCOR has brought people together on water issues through community advisory panels, liaison committees and task groups
- In the late 2000s, EPCOR engaged in research around “social friction” and how to address it through public engagement
- In 2004, EPCOR implemented its first public engagement policy & procedures, used for major projects
- In 2011, the Heartland Transmission Line Project was approved, following EPCOR’s largest public involvement program to date

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 opportunities to provide meaningful input into projects that affect them.

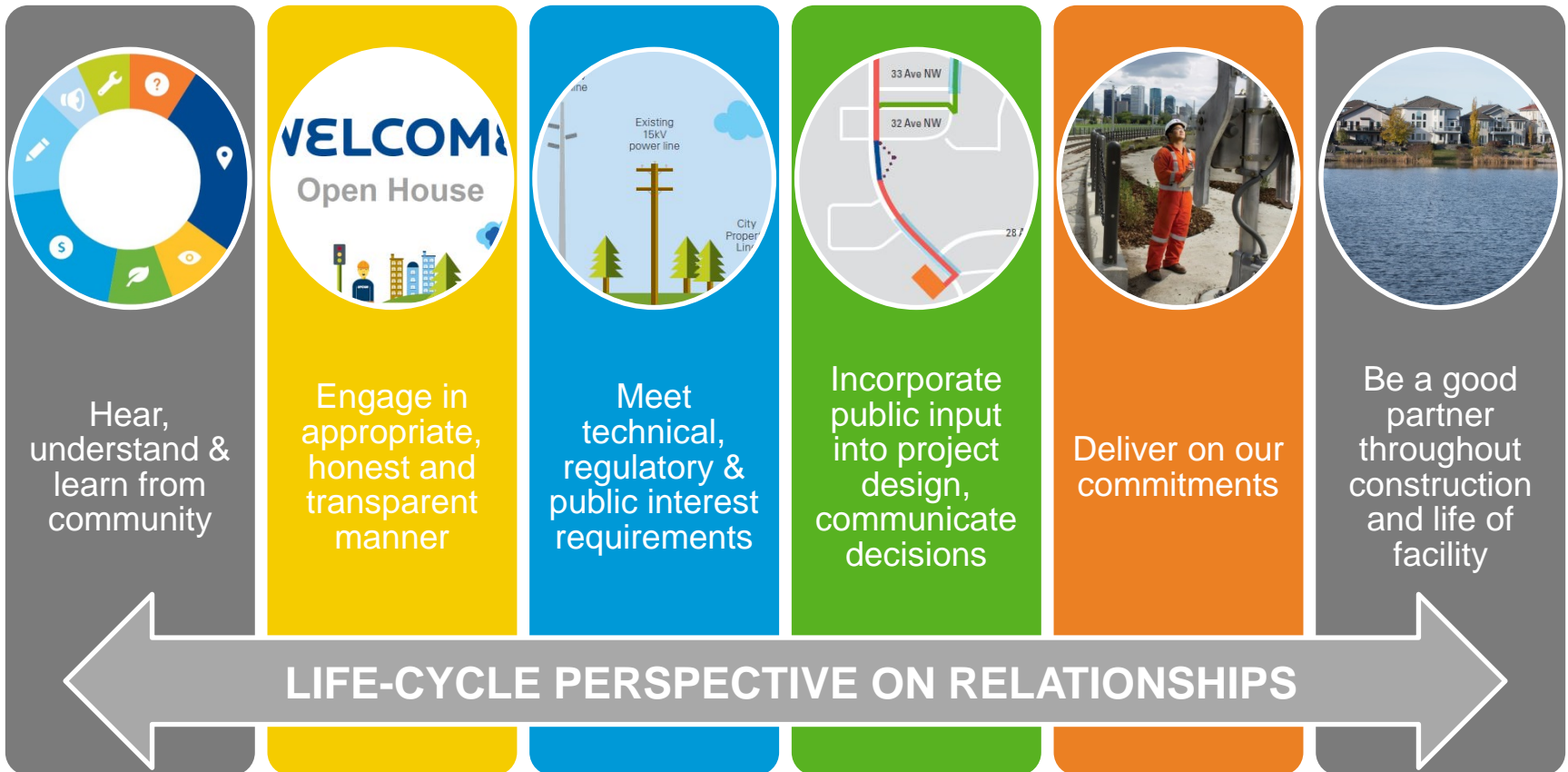
Our resulting decisions and actions are guided by our understanding of our stakeholders’ interests and priorities and the values we share.

Understanding and Addressing Social Friction

Challenges	Differing perceptions, values and capacities of interdependent stakeholders
Opportunities	Social friction can slow planning and implementation, allowing time to consider stakeholders' values and interests and optimize project design
Risks	Slow, inefficient or halted development and sub-optimal project designs — missed opportunities
Solutions	Design engagement programs and communications that instill faith in the process and confidence in the level of risk, equity and fairness

EPCOR's Approach to Public Engagement

We aim to permit, build and operate critical infrastructure in a way that balances the interests and priorities of the community with the needs of broader society.



Applying the Engagement Spectrum

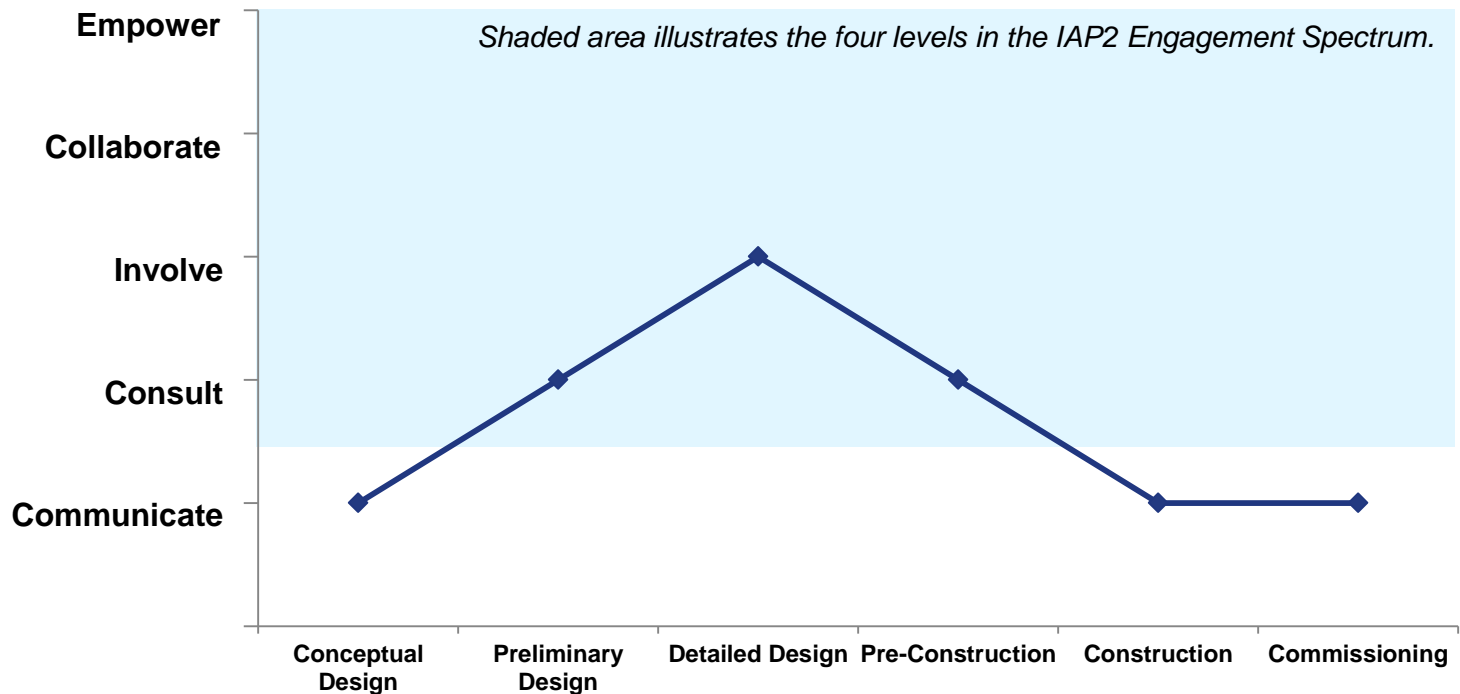
EPCOR aligns with the IAP2 Engagement Spectrum and the Council Initiative on Public Engagement. The table below lists each public engagement process (equivalent COE terminology in brackets), and recent examples of how we level-set within the engagement spectrum:

PROCESS	EXAMPLES OF LEVEL-SETTING WITHIN THE ENGAGEMENT SPECTRUM
Level 1. CONSULT (Advise)	Capital projects with a customer impact or major traffic implication <ul style="list-style-type: none"> • Larger Impact Water Line Renewal Projects • Gold Bar Sanitary Grit Residuals Treatment Facility
Level 2. INVOLVE (Refine)	Understanding and incorporating community priorities <ul style="list-style-type: none"> • Community advisory panel and community liaison meetings Projects impacting site perimeters <ul style="list-style-type: none"> • E.L. Smith Solar, Gold Bar Operations Centre, Dry Ponds*
Level 3. COLLABORATE (Create)	Ongoing relationship-building around sites <ul style="list-style-type: none"> • Communication Protocol with Rosssdale Community League • Dry Ponds*
Level 4. EMPOWER (Decide)	Ongoing relationship-building around sites <ul style="list-style-type: none"> • Former EPCOR Community Essentials Council • Rosssdale Community Garden Design

Aligning Engagement & Communications to Project Phases

The following graph illustrates the typical engagement or communications approach for larger capital projects with customer impacts, and how engagement levels evolve based on the stage of a project's life cycle. While these are typical, our approach is tailored to each project and community. Projects may begin and end outside of the engagement spectrum, with communications.

Major Project Life- Cycle and Typical Engagement Level



The Role of 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.

PROCESS	EXAMPLES OF ACTIVITY OUTSIDE OF THE ENGAGEMENT SPECTRUM
INFORM (Communicate)	<p>Objective: To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</p> <p>Required maintenance to ensure reliability with minimal customer impact:</p> <ul style="list-style-type: none">• 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 <p>Rehabilitation projects and emergency projects</p> <ul style="list-style-type: none">• 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.

Operationalization of the Public Engagement Framework

Our vision is to be a premier essential services company, trusted by our customers and valued by our shareholder. Our values include acting with integrity, being trusted by our customers.

Foundations

- International Association for Public Participation (IAP2) core values, public participation spectrum and team training/certification
- Canadian Standards Association's Q850: Risk Management Guidelines for Decision-makers (which became ISO 31000)

Requirements

- Alberta Utilities Commission Rule 007 — power plants, substations & transmission lines
- City of Edmonton — Land Development Applications
- Bylaw 7188 — North Saskatchewan River Valley Redevelopment (where applicable)

Team

- Stakeholder engagement professionals in each business unit
- Operational and corporate communications support
- External customer relations

Tools

- Stakeholder hotline (phone and email)
- Stakeholder tracking system
- EPCOR.com/projects

Indigenous Engagement

OBJECTIVES

- Open communication, meaningful engagement and valued participation in project development
- Positive relationships built on recognition and respect of the rights and interests of Indigenous communities

APPROACH

- Province of Alberta identifies Duty to Consult
- EPCOR builds direct relationships with First Nations, Métis communities and Indigenous peoples on our projects and sites on or near traditional lands or areas with historical or cultural significance
- EPCOR operations in historically significant areas (e.g. Rossdale) — partner with archaeologists and First Nations and Indigenous communities to monitor work, care for artifacts and remains



Continuous Improvement

As public engagement is continuously evolving in response to new engagement standards, technology, regulatory requirements and community expectations, we are continuously seeking to improve.

Potential improvements we are exploring or implementing:

- Modernizing stakeholder information resources to track stakeholder interactions and issues
- Holistic view of stakeholder interactions to create opportunities for deeper engagement with stakeholders, regardless of business unit
- Customer / stakeholder portal — a single, consolidated, interactive map that would help users find projects relevant to their community or interests

Questions?