



EPCOR Water Treatment Plants

Shared Outcomes & Design Principles

Report on What We've Heard & What We've Done

March 2022

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Why This, Why Now?

As we operate the Rosssdale and E.L. Smith Water Treatment plants today and plan for the future, we want to ensure we consider our neighbours and the environment while continuing to deliver safe, reliable drinking water to Edmonton and the surrounding areas.

In November 2020, EPCOR began planning for future work at our WTPs and invited stakeholders, rights-holders, and neighboring community members. The goal was to help us understand how we can operate and upgrade the plants in an environmentally and socially responsible manner that aligns with community interests, while continuing to provide safe, reliable drinking water to Edmonton and surrounding communities.

During this engagement, EPCOR shared five goals, known as shared outcomes, as well as their corresponding design principles. One way to think of these shared outcomes is a set of critical goals that will guide our work at the two water treatment plants. The design principles define *how* EPCOR will achieve the goals described in the five shared outcome statements.

EPCOR is undertaking these engagement initiatives to gather public insight, input, and feedback to:

- Refine EPCOR's shared outcomes that were collaboratively designed with the community in 2019 to serve as baseline goals for all of our water treatment facilities; and
- Prepare design principles that would help provide EPCOR with a framework that would guide the future evolution of our Water Treatment Plants.

What we talked about

Our engagement efforts were broken down into two unique phases, which included:

Phase One

Phase one occurred between November 2020 and February 2021. The primary objectives of these sessions were to:

- Refine a set of shared outcomes that could be used to guide activities at the E.L. Smith and Rosssdale Water Treatment Plants; and
- Collect feedback from participants that will help develop design principles for each shared outcome to guide work at each water treatment plant facility.

Phase Two

Phase two occurred between March and May 2021. The primary objectives of phase two engagement sessions were to work with special interest groups and local and Indigenous communities to:

- Present newly refined shared outcomes and design principles created in phase one;
- Validate refined shared outcomes and proposed design principles and adjust as needed to ensure alignment with community expectations and EPCOR needs and requirements; and
- Validate the proposed Community Engagement Framework.

How We Communicated & Engaged

Engagement Activities

Phase Timeline	Engagement Tool/Activity
Phase One (November 2020 – February 2021)	Rossdale Online Events (2)
	E.L. Smith Online Events (2)
	Stakeholder Session (1)
	Indigenous Perspectives Online Workshops (2) – 41 people representing 21 different Indigenous Nations or communities on whose traditional territories EPCOR operates.
	Online Event Follow up Surveys (i.e., Rossdale, E.L. Smith and Indigenous Perspectives) (3)
Phase Two (March – May 2021)	Online Survey (83 participants)
	Rossdale Online Events (1)
	E.L. Smith Online Events (1)
	Indigenous Perspectives Workshop (1)

Communications Activities

Communication Tool Used	Number of Interactions
Website	516 users
Mail Postcards	30,028 pieces of mail
Direct emails	<ul style="list-style-type: none"> 78 emails sent to 30 different Indigenous Nations and communities 68 emails to special interest groups
Direct phone calls	<ul style="list-style-type: none"> 20 follow up calls to Indigenous Nations and communities
Social Media <ul style="list-style-type: none"> Facebook (i.e., posts, likes, shares, comments) Twitter (i.e., tweets, retweets, comments) 	Rossdale Water Treatment Plant Ad <ul style="list-style-type: none"> Reach: 14,452 Impressions: 53,801 Clicks: 991 E.L. Smith Water Treatment Plant Ad <ul style="list-style-type: none"> Reach: 2271 Impressions: 3548 Clicks: 37

Who Participated

We invited community members, including Indigenous communities and First Nations, special interest groups, residents, recreational user groups, community league representatives and individuals who had been engaged or have interest in the Rossdale and E.L. Smith Water Treatment Plants in Edmonton.

- The majority of individuals who engaged in phase one engagement sessions identified themselves as a member of a volunteer or not-for-profit organization.
- Participants in the Indigenous perspectives sessions held diverse roles, including as representatives of Indigenous Nations or communities, Elders, knowledge holders, monitors and Indigenous community members with lived experience in Edmonton.
- When asked how participants accessed the areas around EPCOR treatment plants, the majority of participants indicated that they used the land for recreational opportunities such as walking, biking or skiing.

The banks of the North Saskatchewan River, where both Edmonton's water treatment plants are located, have been gathering places since time immemorial. The Rossdale Water Treatment Plant is located adjacent to Indigenous burial grounds and the E.L. Smith Water Treatment Plant is located on the former reserve lands of Enoch Cree Nation. Both water treatment plants are within the traditional territory of the Blackfoot, the Cree, the Dene, the Nakota Sioux, the Saulteaux and later the Métis. EPCOR acknowledges this history and values the perspectives of those with traditional ties to these lands.

What We Asked and What We Heard – Phase One

Shared Outcomes and Design Principles

In Phase One, EPCOR communicated five shared outcomes and design principles which were initially co-created with the Gold Bar and Rossdale communities. These shared outcomes can be thought of as goals that guide the day-to-day operations of Edmonton’s water treatment plants, as well as improvement projects that support these sites.

These shared outcomes included:

- **Quality of life:** The Rossdale water treatment facility is operated, maintained and updated in a way that reduces impacts to stakeholders and improves quality of life regarding noise and enjoyment of parks and recreation.
- **Safety:** Community, public and worker safety and health are protected.
- **Environment:** Pollution is prevented and community beautification is considered.
- **Reliable, responsible and Sustainable:** The Rossdale plant is designed, maintained and operated in a prudent and responsible manner
- **Relationship:** An honest, transparent, trusting and respectful long-term relationship is developed between EPCOR and stakeholders



In Phase One, we heard from over 75 participants through a variety of formats, including online workshops, surveys, emails, and social media. During these conversations, we asked for feedback on five draft shared outcome statements. In relation to these statements, we also asked for feedback about what we should keep doing, stop doing, or improve on.

Engagement participants reviewed EPCOR’s shared outcomes and were asked if anything was missing.

- Approximately 75% of participants indicated that nothing was missing
- Approximately 25% of participants indicated that something was missing.

When asked what could be added, participants provided the following feedback:

- **Quality of Life**

Participants’ feedback noted that the Quality of Life shared outcome could be more specific and consider including the quality of life of others that depend on the water, such as animals.

- **Environment**

Participants’ feedback noted that the Environment shared outcome could focus more on climate change and how EPCOR’s water treatment plants could help to maintain

ecological integrity, as well as recognizing the fundamental importance of water to everyone.

Further discussions focused on what EPCOR should keep doing, stop doing or improve on in relation to shared outcomes presented. This discussion would form the basis of the site-specific design principles.

In the table below you will find highlights of participant’s feedback collected, as well as a more in-depth analysis of the core questions engaged on throughout these sessions.

Keep	Stop
<p>Participants indicated that EPCOR is a good neighbour and trusted environmental steward in the community. Below are some highlights of what participants believe EPCOR should keep doing:</p> <p>Rossdale Water Treatment Plant:</p> <ul style="list-style-type: none"> • Plan for the future • Keep the environment in mind • Regular communication and engagement <p>EL Smith Water Treatment Plant:</p> <ul style="list-style-type: none"> • Clear and effective communication • Continue to provide quality water services 	<p>Rossdale Water Treatment Plant engagement participants indicated a desire to see EPCOR do better addressing difficult topics surrounding their work and connecting back with the community when concerns are raised.</p> <p>Additionally, participants indicated a desire to see EPCOR stop relying on printed materials to engage with stakeholders and include more online digital options.</p>
Improve	
<p>When asked what EPCOR could improve on, the many participants acknowledged that the organization is doing strong work in the community, but should continue to actively:</p> <p>Rossdale Water Treatment Plant:</p> <ul style="list-style-type: none"> • Generate awareness and education about the kind of work EPCOR does and how it contributes to stakeholders' lives <p>EL Smith Water Treatment Plant:</p> <ul style="list-style-type: none"> • Build strong relationships and finding meaningful ways to engage stakeholders, rights-holders, and the broader community; • Improve how it listens, hears, and responds to stakeholders' and rights-holders' thoughts and concerns; • Engage as early as possible with stakeholders and rights-holders, like they seem to be doing now through this process; • Generate awareness and education about the kind of work EPCOR does and how it contributes to stakeholders' lives; and 	

- Support suitable environmental practices and find opportunities to lend to the beautification of spaces surrounding their sites, particularly in ways that reflect Indigenous experiences and connection to the sites.

What should EPCOR keep doing?

Being a Good Neighbour and Trusted Environmental Partner

When asked what EPCOR should keep doing, participants noted that EPCOR is a strong communicator that does well engaging and creating relationships with those in the community surrounding their project areas. EPCOR is seen to be a “good neighbor” who provides quality services to the City of Edmonton and is a leading expert in the field. Participants see EPCOR as a trusted partner of the land and environment they occupy.

Participant feedback in this section was aligned with the following shared outcomes:



What should EPCOR stop doing?

When asked what EPCOR needs to stop doing, some participants noted that EPCOR should consider engaging stakeholders outside of the Rosedale area, as many Edmontonians benefit from EPCOR’s work.

Additionally, some comments noted a need for EPCOR to better engage in difficult or controversial issues related to their projects. Indigenous participants shared the importance of EPCOR engaging earlier on in its activities for consultation. As well, some participants noted that EPCOR should make communication materials available online.

Participant feedback in this section was aligned with the following shared outcomes:



What should EPCOR improve?

Overall, comments on what EPCOR should improve with relation to operations and projects at the water treatment plants were related to the following four key themes:

- Strong relationships and meaningful engagement
- Listening, hearing and responding
- Generating awareness and education
- Sustainable environment and beautiful landscapes

Strong Relationships and Meaningful Engagement

Participants agreed that EPCOR excels at engaging and building relationships in the communities where they operate. However, comments indicated a desire to see rights-holders and **stakeholders engaged sooner so that they can contribute to the early assessment and design work of projects being considered**. Participants noted a desire to be part of EPCOR's future plans, and see value in helping shape those plans, especially related to the Touch the Water work and the involvement of Indigenous Nations and communities.

Listening, Hearing and Responding

Many participants noted a desire to see EPCOR improve how they engage and communicate with the community on projects. Many comments noted a desire to see EPCOR improve its approach and commit **to having "tough" conversations**, ensuring that communication loops are successfully closed (e.g. EPCOR reports back to the community on how input was used). Participants would like to see EPCOR follow up with them post-engagement and provide a clear picture of how projects will move forward, including communication on "what is" and "what isn't" happening based on input shared. Comments noted that What We Heard reports often didn't include feedback submitted, or ignored concerns shared.

Additionally, participants noted a need to **diversify the methods and tools used to share and promote access to information** with stakeholders and rights-holders. Comments indicated that EPCOR's website was difficult to find information on, and others indicated a desire to see EPCOR leverage online platforms to share its messages (e.g. social media, video recordings, etc.). Participants also noted the importance of using accessible language in EPCOR's communications, and cautioned against "using \$100 words."

Generating Awareness and Education

Participants noted that they would like to see EPCOR **share more information about its work and how it contributes to Edmonton's larger community**. Many noted that EPCOR is a national leader in their industry, providing safe and clean water in the community. Many believed that EPCOR should be promoting their services and helping to share information about EPCOR's role in the water industry more broadly.

Further, participants noted they would like to see EPCOR include **educational signage around their project sites for recreational visitors** or provide tours to the public to generate greater awareness and understanding of how these sites contribute to community members' lives. Indigenous participants see a significant opportunity to build greater awareness and understanding about the unique historic and ongoing connections of Indigenous Nations and communities to these sites.

Sustainable environment and beautiful landscapes

Further comments from participants noted a desire to see EPCOR **preserve the historical significance of the water treatment plant sites**, as well as find opportunities to reflect Indigenous ways of knowing. As well, there is a desire for **designing and building trails and pathways around the sites that further support the Touch the Water plan**.

Participant feedback in this section was aligned with the following shared outcomes:



Building Meaningful and Effective Relationships

Participants were asked to share what meaningful or effective relationships might look like or be achieved. Overall, feedback shared by participants indicated that creating opportunities to connect and engage, having open communication lines, and providing honest, accessible, and easy to understand information all contribute to effective and meaningful relationships in practice.

“Trust, knowing who your neighbour is.”

The following key themes emerged from participant feedback:

Creating opportunities to connect and engage

Formal and informal **engagement opportunities** (i.e. tours of facilities, block parties, engagement sessions, quarterly meetings) that encourage individuals and communities to learn about and connect with EPCOR and its activities were viewed as important.

Open lines of communication

Provide opportunities that allow stakeholders and rights-holders to share their thoughts and concerns with EPCOR while also being receptive and open to what is being shared. **Open lines of communication will support strong rights-holder and stakeholder relationships and lend to more informed decision-making on current and planned work.**

Honest, accessible and easy to understand information

Provide simple and easy to understand information to stakeholders and rights-holders to keep them informed on current and planned work while also ensuring that this information is available through multiple avenues (e.g. in-person, online, printed materials, etc.).

Summary of What We Heard – Phase One

This section presents the refinements made to the EPCOR’s Shared Outcomes and Design Principles based on input gathered from stakeholders, rights-holders and community members during engagement sessions.

Shared Outcome	What we heard when refining the Shared Outcomes...	Your suggestions of what to consider when creating Design Principles...
Quality of Life	<ul style="list-style-type: none"> Participants noted that EPCOR should continue to focus on producing high-quality water. Participants noted the desire to be part of EPCOR’s future plans, and see value in helping shape those plans. Indigenous participants see a significant opportunity to build greater awareness and understanding about the unique historic and ongoing connections of Indigenous Nations and communities to these sites. 	<ul style="list-style-type: none"> EPCOR finds opportunities to improve the design and development of recreational spaces surrounding plant sites, incorporating Indigenous ways of knowing. EPCOR engages rights-holders and stakeholders in further defining what “quality of life” looks and feels like in the communities with an interest in their sites. EPCOR will work with partners, rights-holders and stakeholders to increase recreational opportunities surrounding its sites.
Safety	<ul style="list-style-type: none"> This shared outcome was kept the same. 	<ul style="list-style-type: none"> EPCOR will continue to be a national leader in providing safe and high quality water services in the community.
Environment	<ul style="list-style-type: none"> Participants noted that EPCOR’s water treatment plants could help to maintain ecological integrity, as well as recognizing the fundamental importance of water to everyone. 	<ul style="list-style-type: none"> EPCOR will seek opportunities to reflect Indigenous ways of knowing and educate about the unique and ongoing connections of Indigenous Peoples to its sites. EPCOR will work to preserve and maintain the historical relevance of its sites. EPCOR will help to improve the beauty of spaces surrounding its plants.
Reliable, Responsible and Sustainable	<ul style="list-style-type: none"> This outcome was kept the same, with the expectation of removing specific reference to the Rosedale WTP. 	<ul style="list-style-type: none"> EPCOR helps to inform and build awareness in the community of services it provides and how these services positively contribute to the lives of all those affected by its activities.
Relationship	<ul style="list-style-type: none"> Participants noted the desire to be part of EPCOR’s future plans, and see value in helping shape those plans, especially Indigenous peoples and communities. 	<ul style="list-style-type: none"> EPCOR finds and provides informal and formal opportunities to connect and build relationships with rights-holders and stakeholders in the community. Stakeholders, rights-holders and the community feel empowered to share their thoughts and concerns with EPCOR representatives. EPCOR involves rights-holders and stakeholders in the early stages of project assessment and design work in the community. EPCOR communicates openly and transparently on how stakeholder and rights-holder input informs project planning and decision-making processes, from beginning to end.

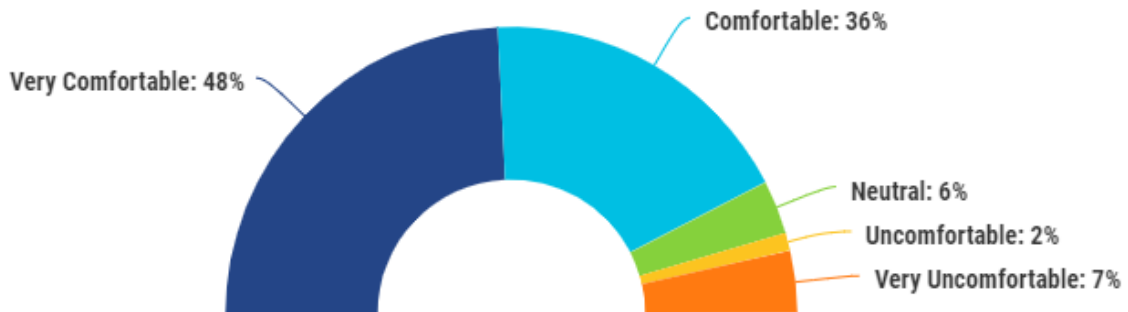
What We Asked, What We Heard - Phase Two

In Phase Two, participants were presented with the updated Shared Outcomes and draft Design Principles and asked to their level of comfortable as well as additional suggestions or ideas for consideration. The following provides a summary of that input.

Shared Outcomes

Online survey participants were asked how comfortable they were with the proposed shared outcomes as currently written. Overall, the majority of participants indicated they were “very comfortable” or “comfortable” with the shared outcomes proposed.

How comfortable are you with the shared outcomes as they are currently written?



Indigenous perspective workshop participants and online survey participants were given the opportunity to provide feedback on what they might like to see added, removed or reworded in the shared outcomes presented. The following themes emerged from the comments provided.

Specificity

Some participants recognized that while the statements need to be general, they are perceived to be a bit vague. Respondents indicated that there was an opportunity to make these outcome statements more specific. Some comments noted an opportunity “quantify any health benefits or economic benefits” within the statements, or to potentially include performance measures that could support transparency.

Trust

Some comments suggested including language around transparency in the relationship outcome to speak to how trust will be built.

Sustainable Future Solutions

Participants noted a need to include language around a solid commitment to ensure efforts undertaken today will contribute to a reliable and sustainable resource for future generations. One comment noted that “Working is a word that means ‘we will try but,’” and suggested that language around this principle could be more action-orientated.

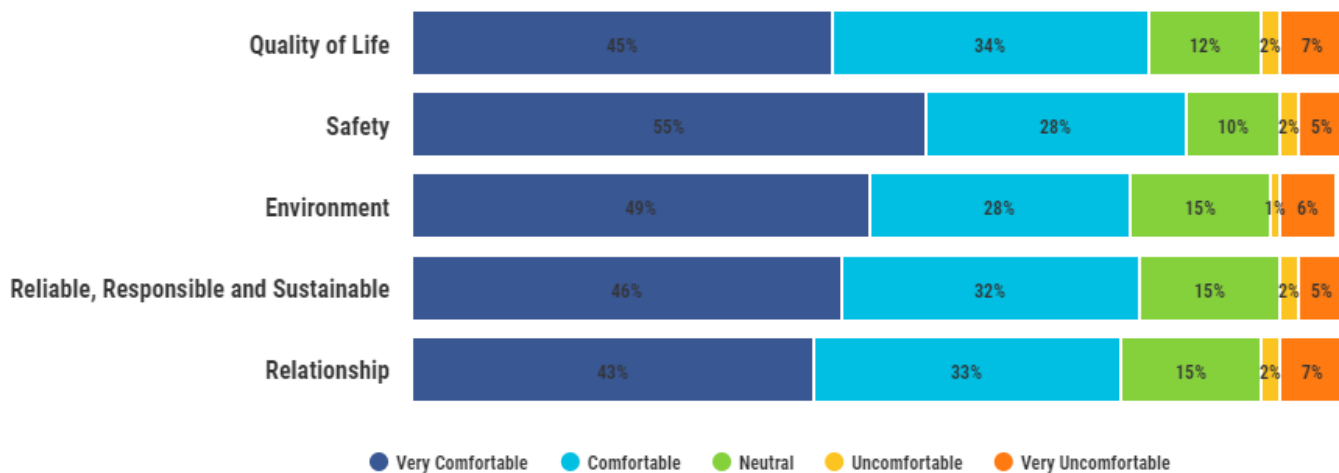
Recognizing Indigenous Peoples as the Original Landowners

There is a need to recognize Indigenous peoples as the original landowners

Design Principles

Online survey participants (n=83) were asked to identify how comfortable they were with the proposed design principles for the each shared outcome. Overall, the majority of participants indicated they were “very comfortable” or “comfortable” with the proposed design principle as

How comfortable are you with the current principles for the following shared outcomes?



presented.

Indigenous perspective workshop participants and online survey participants were given the opportunity to provide feedback on what they might like to see added, removed or reworded in the proposed shared outcome principles. The following themes emerged from the comments provided.

Quality of Life Principles

Enhanced Recreational Experience

Include greater specificity around how these design principles are leading to an enhanced recreational experience. Aesthetics was raised as an important value, so consider using good design to add to the river valley experience.

Water: Acknowledgement and Conservation

Respondents indicated there is a need to recognize the importance and value of water. Indigenous participants noted that we must learn to acknowledge and thank the water: to care for it by conserving it. Responses also noted that the principles could benefit from an increased focus access to quality water.

Safety Principles

Protecting the Environment

Protection of the environment was noted by a number of respondents. Consider how the protection of the environment contributes to safety. How this might be reflected in this design principle?

Ensuring Everyone Has Access to Safe Drinking Water

Some respondents commented on how EPCOR might contribute to ensuring First Nation communities have clean drinking water in other communities.

Environment Principles

Plain Language

Some participants noted that language/terms like “endemic” and “archeological integrity” might be difficult for some to understand, and suggested that plain language be used to increase readability.

Environmental Sustainability Leadership

Participants noted that these design principles should reflect that EPCOR is a leader in the environmental sustainability space. Further, there was recognition that First Nations peoples should be involved in the use and development of green energy practices, and that Indigenous knowledge should be integrated into green energy and environmental approaches used by EPCOR.

Reliable, Responsible and Sustainable Principles

Proactive Versus Reactionary Statements

Some participants noted that the language of these principles felt more reactionary than proactive. Comments suggested using long-term language that would be proactively support change.

Indigenous Workforce

Some comments noted that so was important to ensure that First Nation peoples are given the opportunity to benefit from EPCOR’s operations and indicated a desire to see this design principle reflect a commitment to hiring First Nations peoples.

Relationship Principles

Trust, Transparency and Open Communication

Participants noted that transparency is important to build trust. Follow up is important, as is clear and honest communication around what level of engagement EPCOR is committing to when engaging with the public.

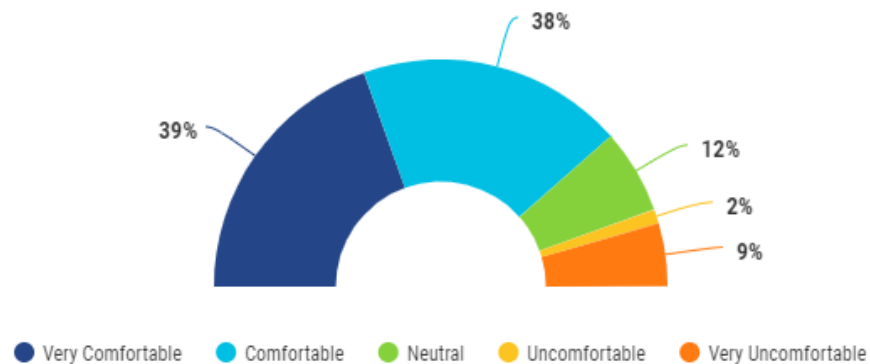
Commitment to Indigenous Peoples and Communities

Reflecting on the commitment towards respecting Indigenous peoples and cultural resources. Further, meaningful engagement with First Nation leaders and communities, which includes inviting them to participate in the development of the engagement framework.

Community Engagement Framework

Online survey participants (n=83) were asked how comfortable they felt with the community engagement framework as proposed. Overall, the majority of stakeholders indicated they were “very comfortable” or “comfortable” with the community engagement framework as proposed.

How comfortable are you with the COMMUNITY ENGAGEMENT FRAMEWORK as proposed?



Participants provided additional feedback on what they would like EPCOR to consider in the framework, which included:

- Find a way to streamline your message and plan, and communicate it throughout the project. Keep the public informed. Dialogue is important, as is active stakeholder participation.
- Consider introducing accountability measures to help increase trust and transparency. Further, consider indicating that the framework follows best public participation practices (i.e. the International Association for Public Participation Framework).

Summary of What We Heard – Phase Two

This section presents the fine refinements made to the EPCOR’s Shared Outcomes and Design Principles based on input gathered from stakeholders and rights-holders during engagement sessions.

What We Heard as we finalized the Shared Outcomes...	What We Heard as we refined the final Design Principles...
Specificity: Make outcome statements more specific, including quantifying any health benefits or economic benefits, and noting performance measures if possible.	Quality of Life: Specify how these design principles create an enhanced recreational experience and aesthetics. Recognize the importance of water and access to quality water.
Trust: Include language around transparency in the relationship outcome to speak to how trust will be built.	Safety: Clarify how environmental protection contributes to safety. Consider how EPCOR may contribute to First Nation communities’ access to clean drinking water.
Sustainable Future Solutions: Clarify commitments to ensuring efforts undertaken today will contribute to a reliable and sustainable resource for future generations.	Environment: Use plain language to increase readability. Recognize the leadership role that EPCOR and Indigenous Peoples have in environmental sustainability and green energy.
Indigenous: Recognize Indigenous Peoples as the Original Landowners.	Reliable, Responsible and Sustainable: Incorporate long-term language that would proactively support change. Commit to hiring Indigenous Peoples where possible.
	Relationship: Be clear and honest about engagement levels and follow up with stakeholders. Reflecting on the commitment towards respecting Indigenous peoples and cultural resources and meaningful engagement.

What We Decided

Throughout both phases of engagement, we have developed and refined five shared outcomes, as well as their corresponding design principles. The objective is to deliver work at the water treatment plant sites within these design principles, and to engage with stakeholders and regulators to explore options and trade-offs.

Based on what we heard in both phases, we have finalized the Shared Outcomes and Design Principles, which can be accessed at:

<https://www.epcor.com/products-services/infrastructure/working-with-the-community/Pages/default.aspx>

Next Steps

As part of EPCOR's commitment to transparency, we are communicating the shared outcomes and design principles, along with this What We Heard and What We Decided report, with community members, including Indigenous communities and First Nations, special interest groups, residents, recreational user groups, community league representatives and individuals who have interest in the WTPs. This information is also being made publicly available at epcor.com/Rossdale.

We are also actively discussing with our team members how we can implement the design principles in our projects going forward. One example of how we are applying these principles is the Edmonton Water Treatment Plants Flood Mitigation Project.

Let's talk

We believe in listening to and engaging stakeholders. Community input and involvement is an important part of our decision-making and we want to hear what you think about our initiatives. If you have any feedback about our shared outcomes and design principles for the Rossdale and E.L. Smith Water Treatment Plants in Edmonton, please contact us:

Phone: (780) 412-3599

Email: waterprojects@epcor.com