



# **Effective Stakeholder Engagement during a Major WWTP Upgrade Project**

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City of Camrose

NWWC 2023

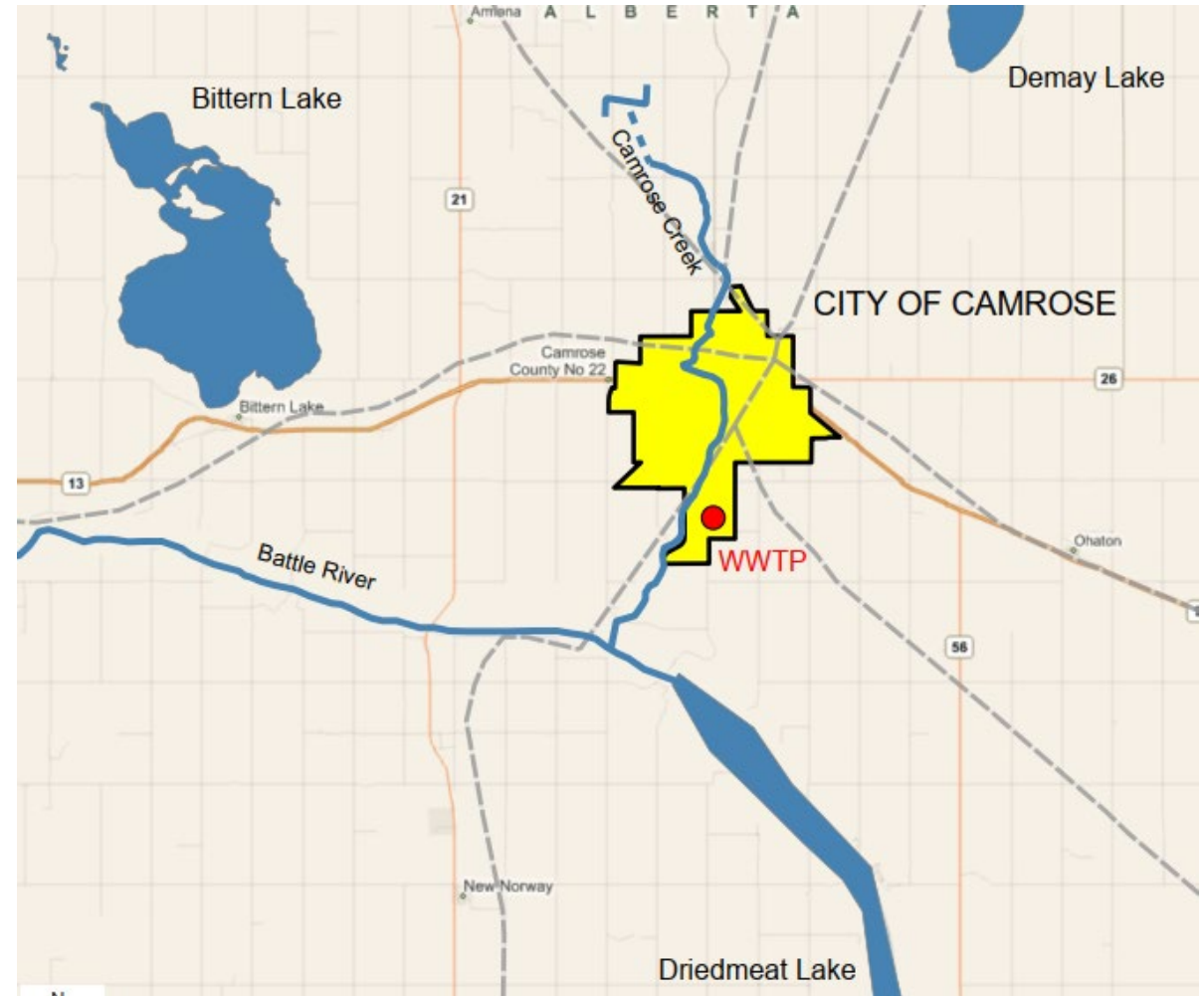
# City of Camrose

- The “Rose City”
- ~1 hour SE of Edmonton, Alberta
- ~20,000 population
- 1 to 1.5% annual growth rate

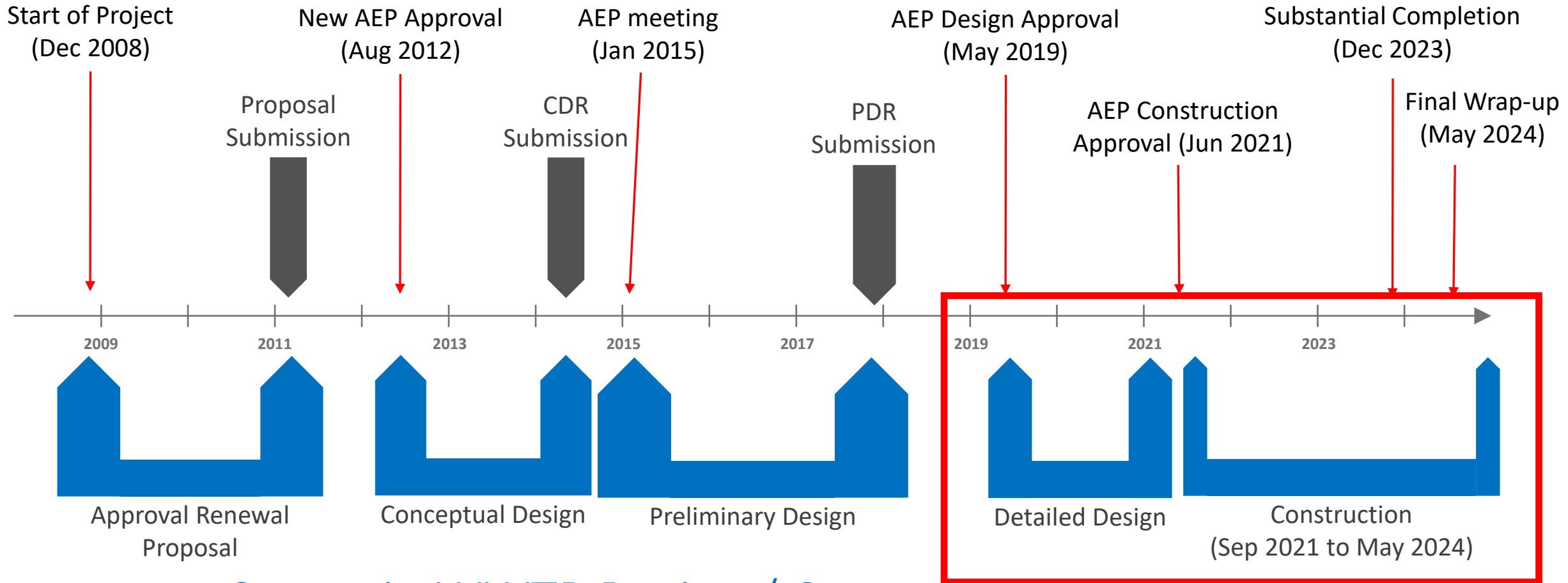


# Camrose WWTP

- Located at the south end of Camrose
- Consists of wastewater pumping station, aerated lagoons, and treated wastewater storage lagoons
- Upgrades to all three main functions (pumping, treatment, storage)



# Key Milestones



Stages in WWTP Design / Construction Process

# Stakeholder Engagement

- Large community interest
- Need for effective process for identifying and engaging stakeholders



## STAKEHOLDER ENGAGEMENT PLAN

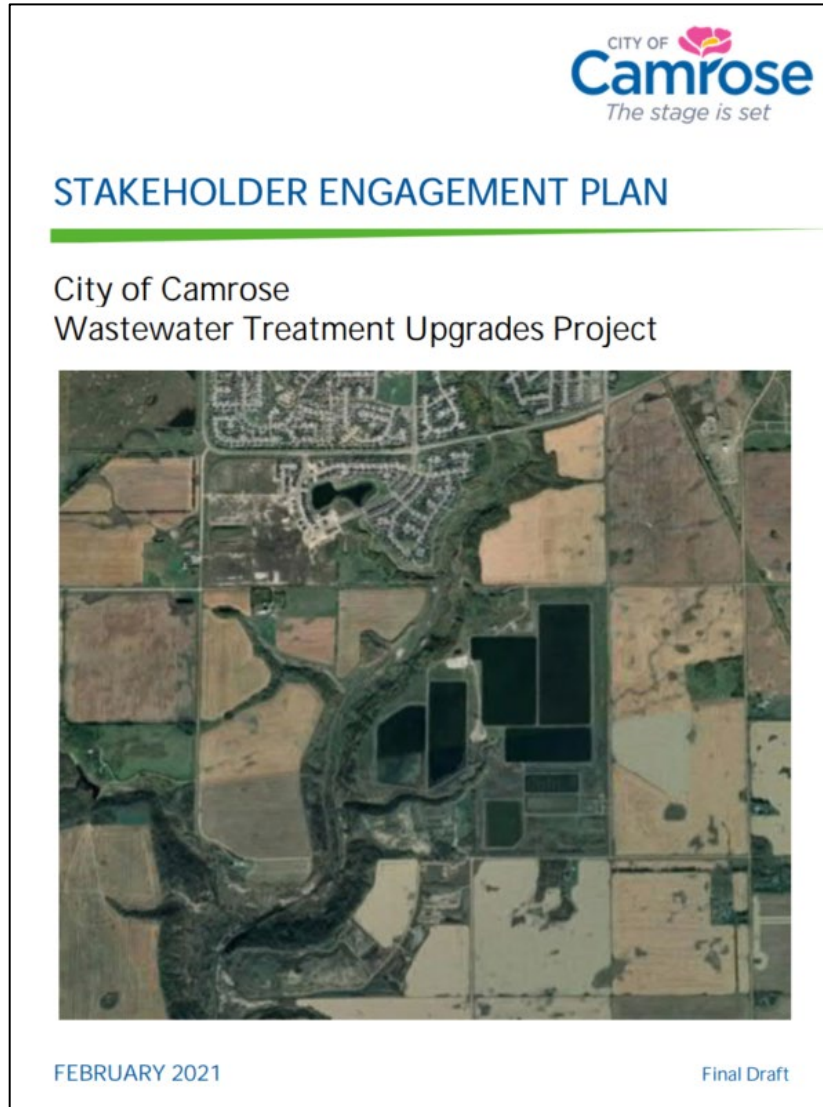
City of Camrose  
Wastewater Treatment Upgrades Project



FEBRUARY 2021

Final Draft

# Stakeholder Engagement Plan (SEP)



- Developed by City and Associated Engineering (AE)
- Started in 2020 – detailed design
- Reviewed at start of construction, during project

## SEP - Core Values (6 in total)

- Need to engage stakeholders early and often
- Create respect for stakeholders (unique rights, cultural beliefs, values & interests)
- Encourage broad participation; provide appropriate opportunities

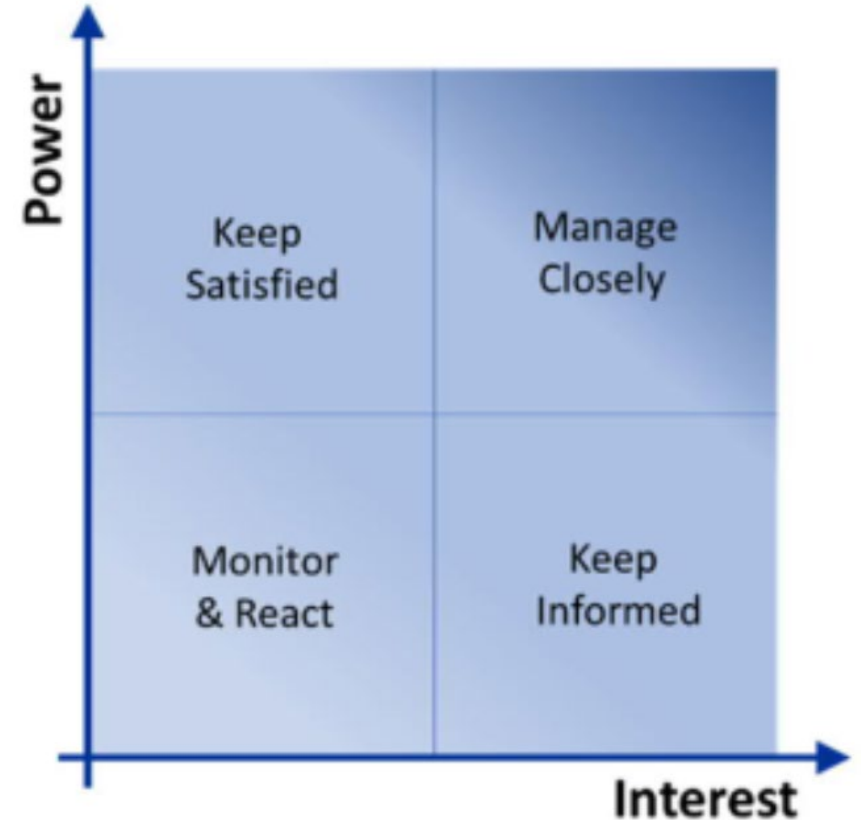
## SEP - Key Success Factors (8 in total)

- Communicate the “human aspect” of the project, not just the “technical”
- Investing time and resources to develop relationships
- Guard against “consultation fatigue”
- Accurate information / correct any misconceptions that stakeholders may have



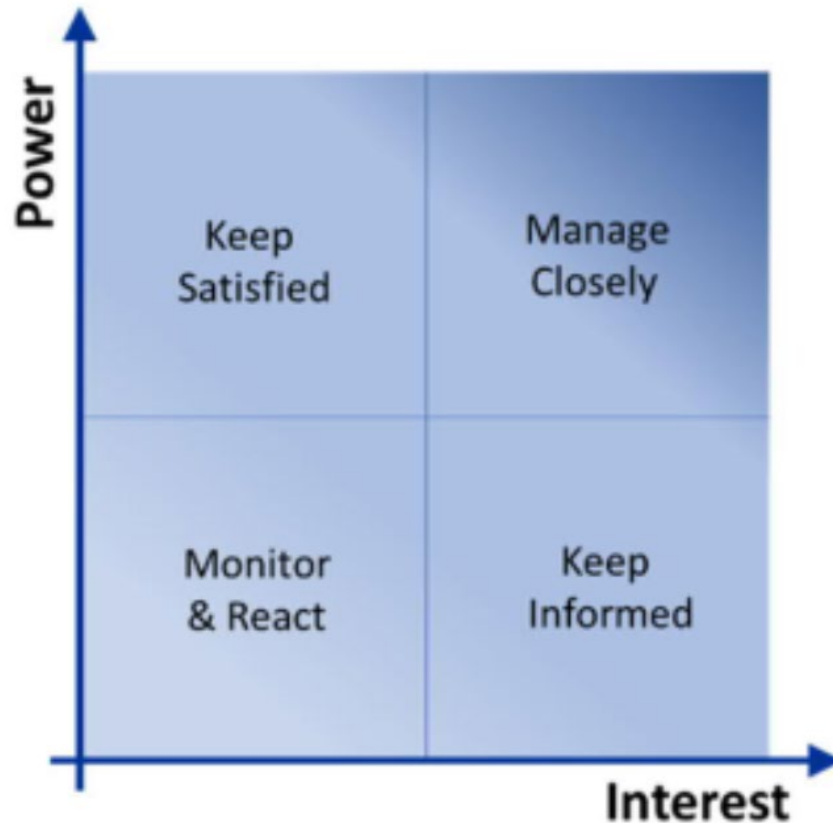
# Identified Stakeholders

- 23 different stakeholder groups identified
  - Regulators
  - Funding agencies
  - Internal City departments
  - Nearby property owners
  - Local news media
  - Camrose residents / Council



# The “How” of Implementing the SEP

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- Direct communication
- One-on-one meetings
- Newspapers
- City’s social media
- [www.OurCamrose.ca](http://www.OurCamrose.ca)
- Project updates at Council meetings

# Internal Stakeholders (Finance / Operations)




- Financial Services
  - Monthly cash flow updates
  - Ensure City is able to optimize its short-term vs. long-term investments

<u>Month-Year</u>	<u>Baseline</u>	<u>Revised</u>
Oct-21	\$ 3,029,000.00	\$ 2,960,395.90
Nov-21	\$ 1,275,127.95	\$ 1,105,049.62
Dec-21	\$ 525,106.31	\$ 2,225,179.94
Jan-22	\$ 565,785.34	\$ 582,261.92
Feb-22	\$ 752,615.21	\$ 545,588.94
Mar-22	\$ 1,145,828.86	\$ 811,875.34
Apr-22	\$ 1,527,314.14	\$ 1,187,369.05

# Internal Stakeholders (Finance / Operations)

- Operations
  - GC prepared a 4-week lookahead spreadsheet
  - Shared with City departments
  - Facility shutdowns, upcoming staffing needs, training, etc.

**12-1197 City of Camrose- WWTP Upgrades**



Item	Description of Work	Current Week							Second Week							Third Week							Fourth Week						
		M	T	W	T	F	Sat	Sun	M	T	W	T	F	Sat	Sun	M	T	W	T	F	Sat	Sun	M	T	W	T	F	Sat	
		9/5	9/6	9/7	9/8	9/9	9/10	9/11	9/12	9/13	9/14	9/15	9/16	9/17	9/18	9/19	9/20	9/21	9/22	9/23	9/24	9/25	9/26	9/27	9/28	9/29	9/30	10/1	
1.21	Trench for Pull Box and conduit to west edge of Process Building																												
1.22	Install Conduit/ Pull Box & Backfill																												
1.23	Gen Pad Prep/ Form																												
1.24	Gen Pad Rebar																												
1.25	Gen Pad Rebar Inspection																												
1.26	Gen Pad Pour																												
<b>2</b>	<b>Stage 2: Process Building</b>																												
2.17	Rebar South Side																												
2.22	Rebar Inspection South Side																												
2.23	Door Bucks Remedial Repairs																												
2.24	Backfill North Side (First Lift)																												
2.25	Install Poly and Dowels North Side																												
2.26	Rebar North Side																												
2.27	Rebar Inspection North Side																												
2.28	Install Sumps and Water Stop																												
2.29	Final Prep For Slab Pour																												
2.3	Process Building Slab Pour																												
2.3a	Erect Engineered Building																												
2.31	working on pull box penetrations																												

# Council Updates / Local Media

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# Council Updates / Local Media

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- Decision to provide quarterly updates to Council
  - Recent progress / upcoming work
  - Financial updates / recent change orders
  - Communications updates



# Council Updates / Local Media

The CAMROSE BOOSTER, August 1, 2023 – Page 18

## Wastewater Treatment Plant nearing completion

WWTP Process Building, facing east

Photos by Lori Larsen,  
Camrose Booster



### By Lori Larsen

In a report to City of Camrose council on July 24, City of Camrose Engineering Services manager Jeremy Enarson provided project updates for the Wastewater Treatment Plant (WWTP) construction and Landfill Clay purchase.

The following summarizes work recently completed and work still to be completed with anticipated completion dates.

### Pumping upgrades

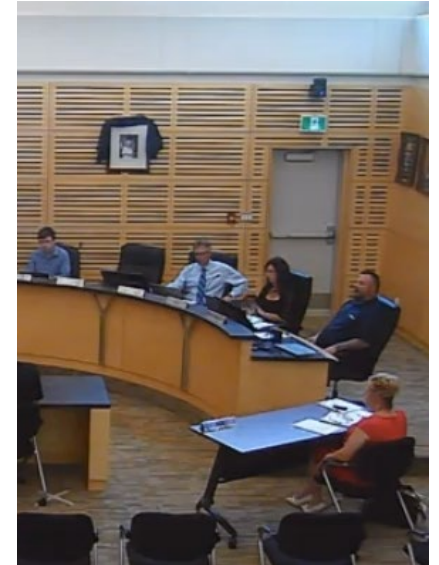
Removal of the existing building mechanical (HVAC) system from within the South Lift Station (SLS). Installation of the new HVAC system is ongoing. Removal of the old generator for the SLS building.

Process Building, including commissioning of all system, ongoing–November; and remaining site improvements–August.

### Storage upgrades (including landfill clay stockpile):

Completed the majority of hauling of clay material to a new stockpile at the Camrose Regional Sanitary Landfill; notwithstanding the remaining site grading work at the WWTP site, all work related to the Landfill Clay Purchase project (project #1020) is now effectively complete; completed final modifications to flow control structures/piping between existing storage lagoon cells.

### Final landscaping, construction of parking lot



- Dec
- upd
- R
- F
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- Updates through local newspaper

# Council Updates / Local Media

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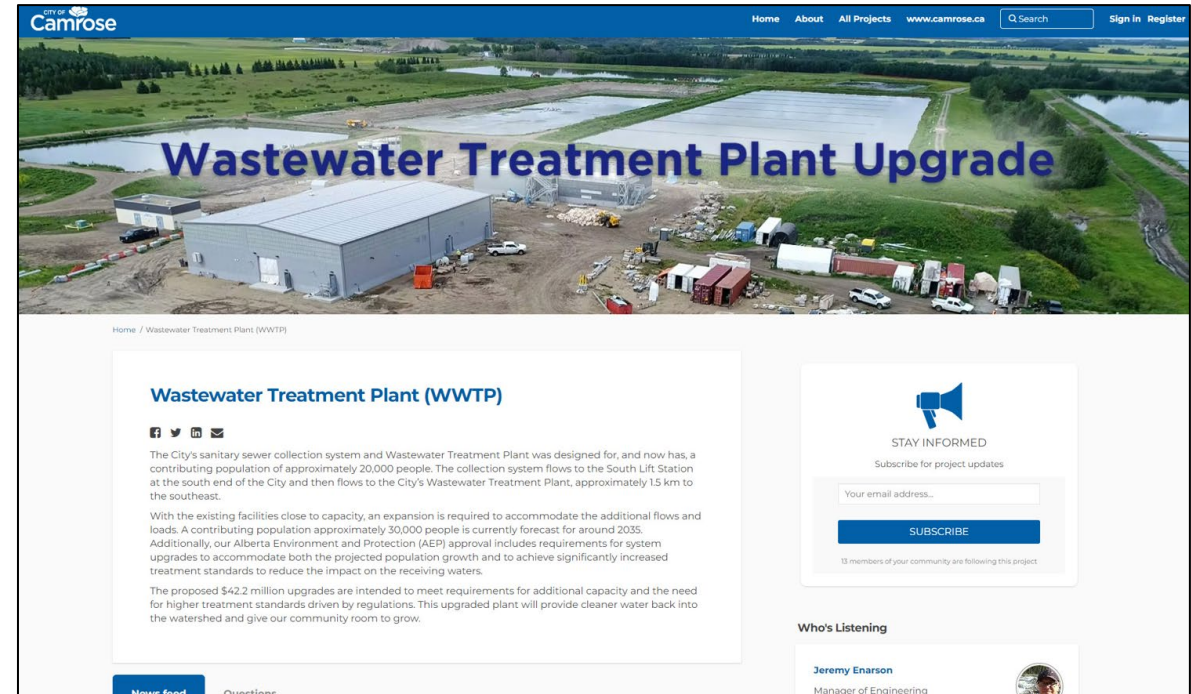
- Council / media tours of facility
- Photo opportunities





# Public Engagement Website

- [www.OurCamrose.ca](http://www.OurCamrose.ca) website
  - Website started in 2021
  - Dedicated webpage for WWTP project
- Updated regularly
- Stats
  - Over 1,800 unique visits by individuals



# Drone Work / Explainer Video

- Summer 2022
- Posted to [www.OurCamrose.ca](http://www.OurCamrose.ca) in September 2022
- Total cost = ~\$5k, plus staff time

## Wastewater Treatment Plant Upgrade Explainer Video

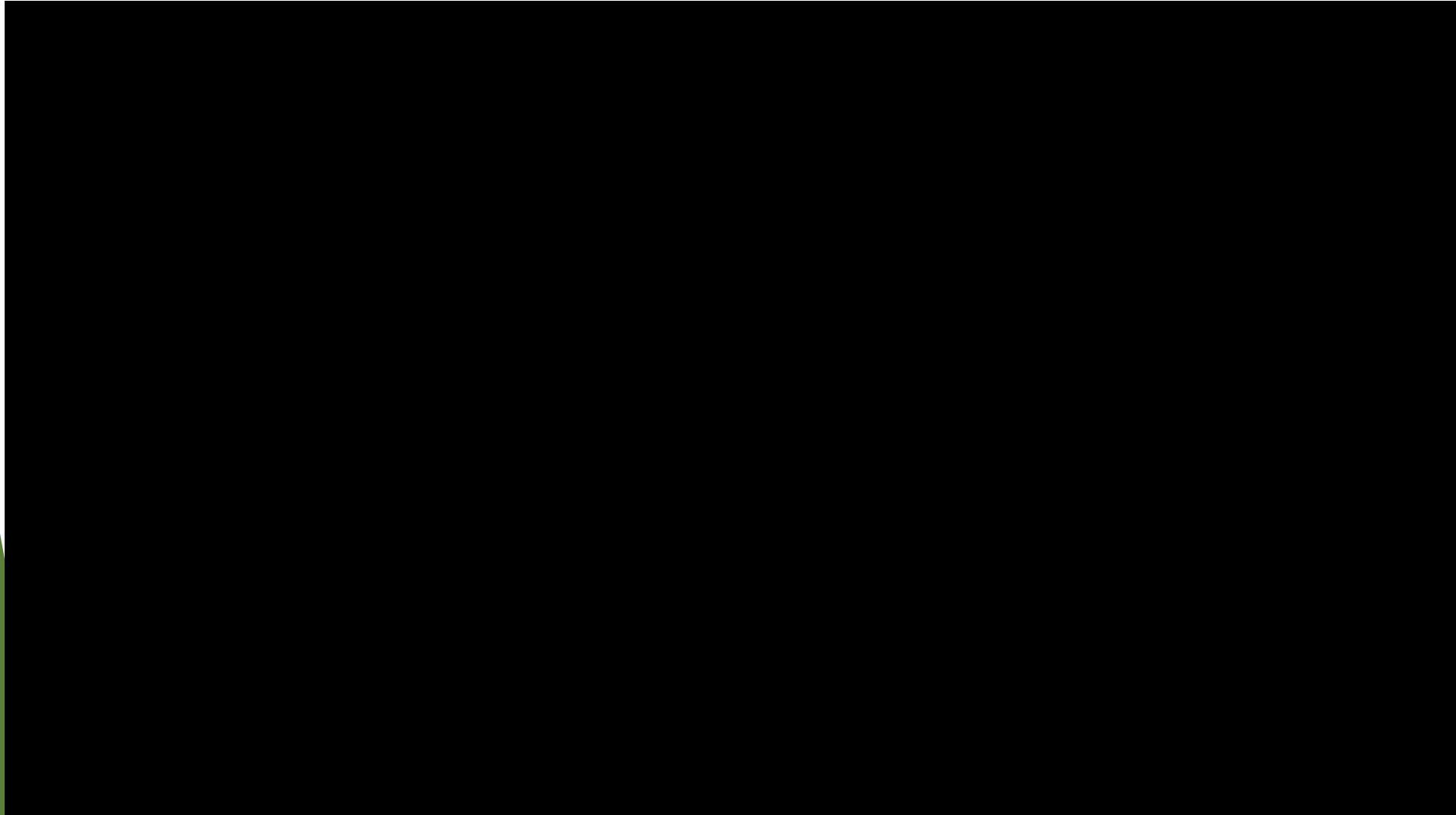


07 Sep 2022

Check out this explainer video which breaks down the whole Wastewater Treatment Plant Upgrade:



Video (7 min) – found at [www.OurCamrose.ca/wwtp](http://www.OurCamrose.ca/wwtp)

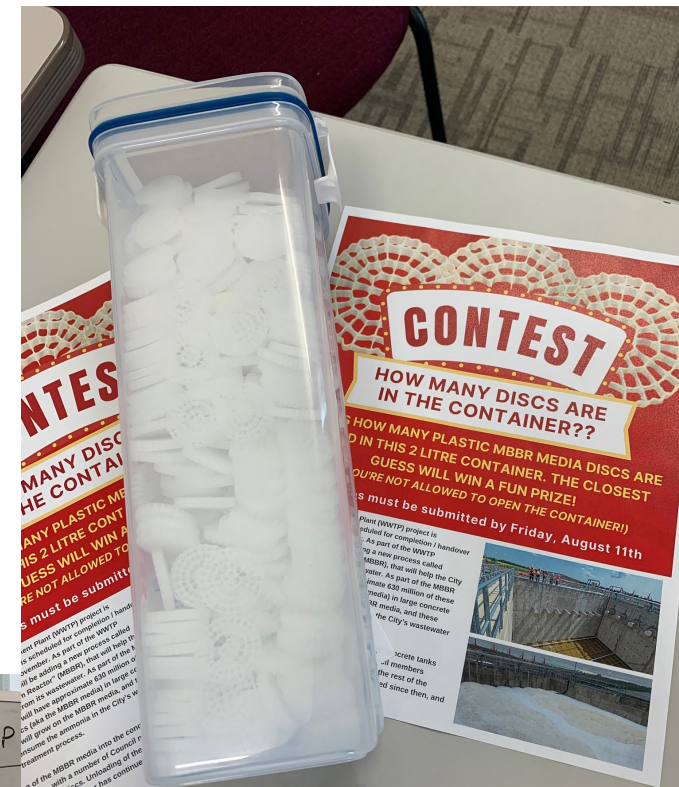


# Recent / Upcoming Activities

- Contest
  - How many discs in the container?
- Additional videos / Models
- Planning for public / school tours (Spring 2024)

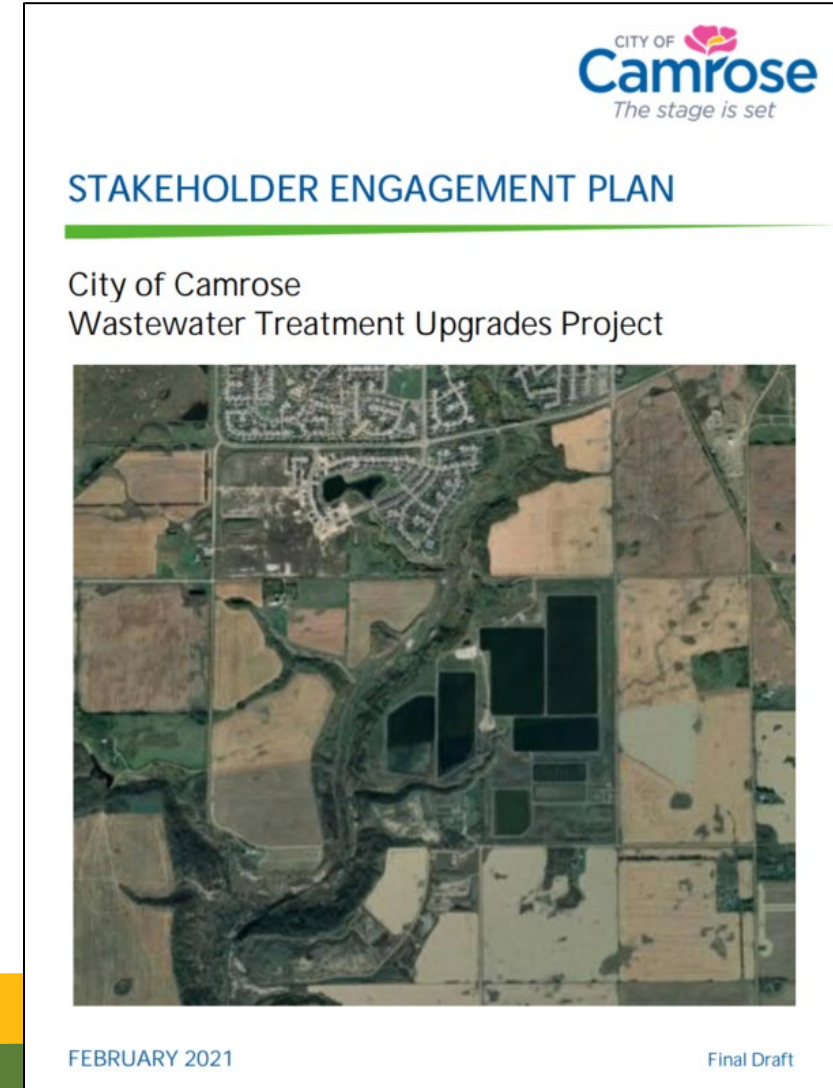
WWTP

Natasha	<u>338</u>	Karly		Kris J	<u>121</u>
Ichrag	<u>369</u>	Caius		Guillermo	<u>1,382</u>
Jasleen	<u>400</u>	Kari B	<u>376</u>	Kevin J	<u>507</u>
Jim A	<u>360</u>	Bethyann	<u>516</u>	Nola	<u>456</u>
John M	<u>888</u>	Dodi	<u>473</u>	Kelly B	<u>657</u>
Christi	<u>2,475</u>	Matt B	<u>547</u>	Sandra O	<u>352</u>
Travis B	<u>331</u>	Aaron L	<u>262</u>	Leanne	<u>592</u>
Robyn M	<u>1,017</u>	Sara W	<u>243</u>	Christian	<u>480</u>
Jeri	<u>388</u>	Terra F	<u>463</u>		
Tyler B	<u>369</u>	John K	<u>433</u>		



# Lessons Learned

- Importance of planning ahead
  - Initial SEP development
  - Reviewed periodically during project
- Remember your internal stakeholders
  - Finance / Operations
- Have fun with engagement!



# Acknowledgements

- Veolia Water Technologies Canada
- BEAR Land Services
- City of Camrose
  - Patricia MacQuarrie, Sara Walkey
- Camrose Booster
  - Lori Larsen
- Associated Engineering
  - Graham Lang



**Thank  
You!!!**



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