

Appendix A Stakeholder Engagement Plan

Stakeholder Engagement Plan

Ashburton-Tinwald Connectivity Detailed Business Case

PREPARED FOR ASHBURTON DISTRICT COUNCIL | JULY 2022

We design with community in mind



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ENGAGEMENT

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1 Introduction and Context

1.1 Purpose and scope of the strategy

This Stakeholder Engagement Plan (the Plan) has been prepared to inform the development of the Ashburton-Tinwald Connectivity (ATC) Detailed Business Case (DBC). The project is now at the point where a preferred option has been identified (and agreed by Council), which is a new second bridge crossing the Ashburton River from the southern end of Chalmers Avenue to Tinwald. The Plan has been developed for the Ashburton District Council (ADC) to guide engagement with key stakeholders.

This Plan includes the following:

- Approach to engagement with project partners and key stakeholders across the DBC programme including communication tools and methods
- Identification of project risks and opportunities and their management
- Roles and responsibilities of the Communication and Engagement Team and relevant project team members
- Overview of the stakeholder engagement approval process

This Plan is a living document and will be updated accordingly as the DBC progresses.

1.2 Project background and description

1.2.1 Project Background

Ashburton is situated on the Canterbury Plains approximately midway between Christchurch and Timaru and is the Ashburton District's largest population centre of approximately 15,700 people. The town straddles State Highway 1 (SH1) and the South Island Main Trunk railway (SIMT). SH1 and the SIMT make up the primary South Island transportation corridor. The Ashburton River / Hakatere to the south-west forms a natural border to the town and runs more or less perpendicular to SH1 and the SIMT. The existing Ashburton River bridge on SH1 is the only means of crossing the Ashburton River / Hakatere near to SH1. The nearest alternative route across the Ashburton River / Hakatere involves a detour of approximately 80kms.

To the south-west of Ashburton and on the other side of the river is Tinwald, which is a small township in Canterbury with a population of approximately 3,550 people. Like Ashburton, Tinwald is located on both sides of SH1 and the SIMT.

Figure 1 shows the location of Ashburton and Tinwald in relation to the Ashburton River, SH1, the SIMT.

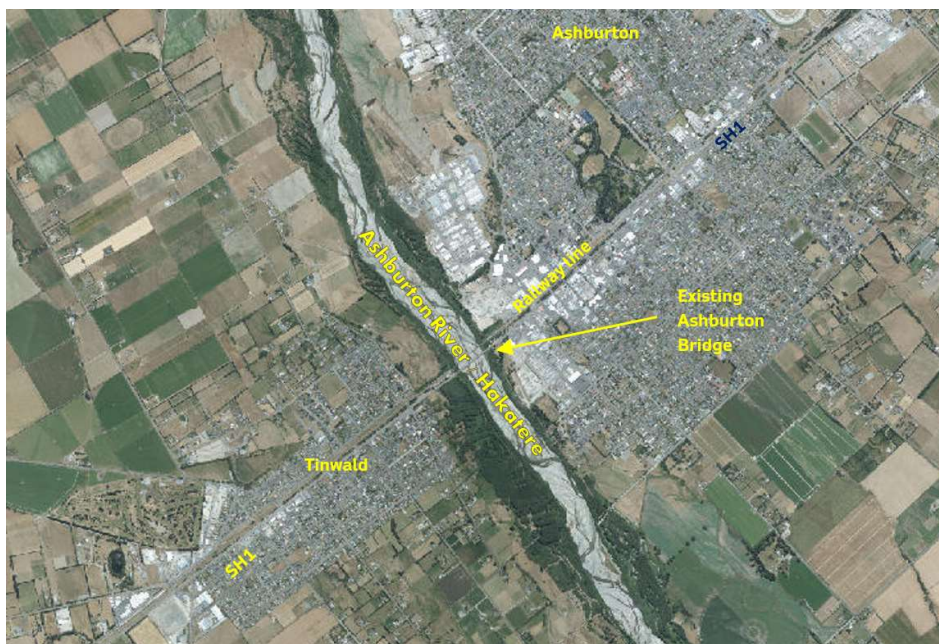


Figure 1 - Ashburton and Tinwald in relation to the existing bridge across the Hakatere River

Over the years, the local Tinwald and Ashburton communities have raised concerns regarding the existing bridge and SH1, which include:

- Safety issues for traffic turning right onto the state highway from east Tinwald
- Delays experienced from the closure of the existing bridge route
- The life of the existing bridge and predicted future growth in Tinwald and Lake Hood (a residential subdivision located approximately 10kms south-east of Tinwald)
- Traffic congestion at intersections with the state highway and intersections north and south of the existing bridge
- Pedestrian and cyclist issues

The transport network in both Ashburton and Tinwald has been the subject of several studies in recent years, which are summarised as follows:

- Ashburton Transport Study (2006) – commissioned by New Zealand Transport Agency (Waka Kotahi) and Council to identify the present and future transportation demands within the Ashburton area for the 20-year period through to 2026.
- Ashburton Second Bridge Issues and Options (2010) – a study to better understand the opportunities and risks associated with introducing a second bridge across the Hakatere River. The study evaluated 12 alternative options for a second river crossing using a multi-criteria (MCA) process
- Ashburton Second Bridge Additional Investigations (2011) – Additional investigations for various bridge options were undertaken in anticipation of Council serving a Notice of Requirement (NoR), which focussed on eight options and included a comparative assessment of the options on a wide range of criteria. The bridge alignment utilising Chalmers Avenue represented the best solution.
- Ashburton Second Bridge Social Impact Assessment (2013) – The social impact assessment concluded that the second bridge and access road on Chalmers Avenue would provide a positive contribution to the social wellbeing of the communities of Tinwald and Ashburton.
- Notice of Requirement (2014) – A NoR for the preferred second urban bridge option (i.e. linking Chalmers Avenue onto Grahams Road) was approved following a public hearing in order to designate the bridge in the District Plan and protect the alignment for future development. The width of the proposed bridge provided sufficient space to incorporate off-road paths for pedestrians and cyclists.
- ATC DBC – Part A and B (2021). The initial stages of this DBC looked at the case for change and the assessment of options. The outcome of the report was that there was a clear need for investment and a robust assessment of alternatives which allows Council to move forward with future planning. The Chalmers Avenue alignment through to Grahams Road remained the recommended location for a second bridge, which was later endorsed by local councillors.

Consequently, the second bridge connecting Chalmers Avenue to Grahams Road aims to:

- Help protect the connection between Ashburton and Tinwald, for example during a large-scale weather event or if there is an earthquake
- Provide travel options, with improved walking and cycling connection
- Improve road safety for all road users
- Improve travel along SH1 by providing an alternative route for local traffic.

1.2.2 ATC DBC

The ATC DBC is focussed on the detail of the programme for the Chalmers Avenue alignment. The DBC will provide certainty around the technical aspects and will reduce the risk profile including a cost estimate for the project. Meaningful engagement with key stakeholders and project partners will be carried out throughout the DBC programme. Key engagement activities will include:

- Regular meetings/huis with partners Te Rūnanga o Arowhenua and Ashburton District Council
- Meetings with key stakeholders and affected landowners throughout the project
- Updates as required with elected representatives
- Stakeholder workshops (to input into the design of the project)
- Monthly reporting to ADC

Through the previous work completed, key decisions have been made with respect to the location and some design elements of the second bridge alignment. Consequently, management of the expectations of stakeholders and members of the public is vital to the success of the DBC.

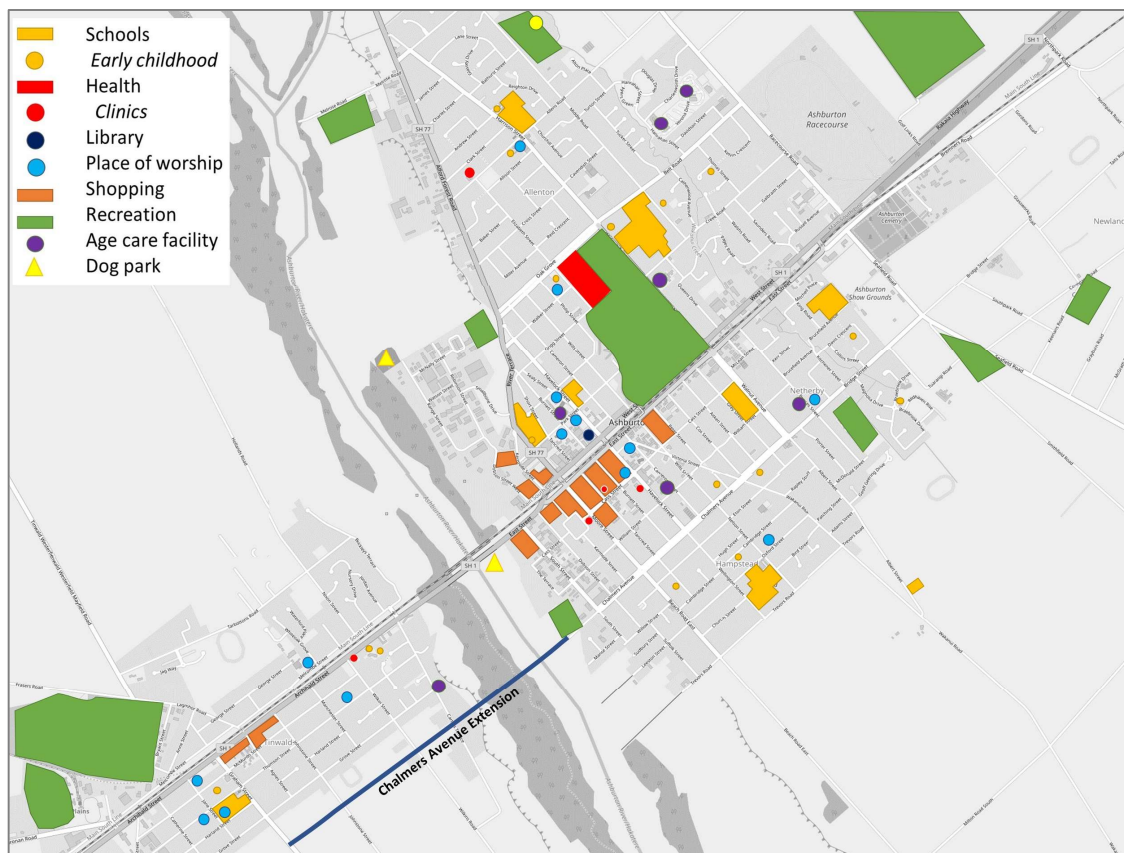


Figure 2 - Proposed location of the Chalmers Avenue Extension and Bridge

1.3 Key Messages

The following key messages have been developed and will be used to ensure consistent messaging across all phases of the project and through the various communication mechanisms:

1. ADC resolved in October 2021 to proceed with a second bridge across the Ashburton River.
2. A second urban bridge will provide a local connection between Ashburton and Tinwald, provide additional travel options (such as cycling and walking), improve safety for all road users and improve travel along SH1.
3. Investigations and consultation undertaken in 2013 helped to identify options for assessment and potential investment opportunities. This enabled the proposed alignment to be protected by a designation in the Ashburton District Plan.
4. The location of the second bridge is at the southern end of Chalmers Avenue with a new road passing through the east of Tinwald. It will connect to Grahams Road at the southern end of Tinwald.
5. ADC is currently preparing a DBC which sets out the reasons why the bridge is needed, what it will look like (developing the design of the bridge and associated new road) and ultimately how much it will cost to build. The DBC is being developed with input from project partners including Waka Kotahi and Te Rūnanga o Arowhenua along with other key stakeholders.
6. Once complete, the DBC will be presented to Council and Waka Kotahi to consider funding the building of the bridge.

2 Stakeholder Engagement

2.1 ADC Community Engagement Policy

The ADC 'Community Engagement Policy', 16 June 2021 sets out ADCs engagement policy and provides guidance for deciding when and how to engage the public, Ngāi Tahu and Mana Whenua. For ADC, community and stakeholder engagement is any process involving the community in Council decisions. Engagement ensures that decisions are informed and improved by the community's involvement.

When making a decision, ADC implements the following principles and steps outlined in its Community and Engagement Policy (section 4.2), which are:

- Be clear about the issues involved and why it is making a decision.
- Consider all reasonably practicable options for achieving the objective for which the decision is being made.
- Invest appropriate time, money, and effort into studying the issues and options, in proportion to the significance of the matter.
- Have appropriate regard to community views in proportion to the significance of the matter.
- Comply with the LGA, RMA and Ngāi Tahu Claims Settlement Act 1998.

Where a decision is required, ADC will assess the level of significance of the project and consider the methods of engagement from the earliest possible stages of a proposal or process. If necessary, the significance and engagement will be reviewed as the proposal develops and as community views, and reasonably practicable options, become better known. When considering the significance of a project, ADC considers the following factors:

Table 1 – Key consultation considerations

Criteria	Factors to consider
Strategic assets	Does the proposal involve the sale or transfer of a strategic asset that is not covered in an LTP?
Impact on the community	What is the number of people affected? What is the level of impact?
Community interest	Is there current and / or potential community interest?
Impact on Te Rūnanga o Arowhenua	Is the decision of interest of Te Rūnanga o Arowhenua as mana whenua? If so, what is the level of impact?
Financial cost	What is the unbudgeted cost of the proposal? What will the impact on rates, fees and charges, reserves and/or debt be?
Levels of service	What effect will the decision have on Council's levels of service?
Overall risk	What is the overall risk of the proposal? (Including health and safety, reversibility, adverse impacts etc.)

Each criterion will be assessed by ADC and will be assigned a significance level of low, medium, or high using the formula outlined in the ADC Community Engagement Policy.

Once the level of significance has been determined, this scale is then used to identify which level of engagement is the most appropriate. Please refer to Figure 3, which outlines the various engagement processes to apply. It is noted that the table has been derived from the International Association for Public Participation (IAP2) principles and public participation spectrum. The IAP2 spectrum is the basis of the Public Engagement Guidelines as it is considered vital to be clear about what level of participation people have in the decision-making process.

With respect to the IAP2 public participation spectrum, the DBC stakeholder engagement will be at 'Comment', which aims to 'obtain selected feedback on alternatives. Asking the community for information to seek ideas and opinions and information in the development process'. In respect of this DBC, key stakeholder feedback will be sought around the concept design for the new Chalmers Avenue Extension and Bridge. Community consultation around the location of the new bridge was undertaken previously as part of the NoR works in 2013.

This Plan has been based on the key values, principles and IAP2 spectrum that are contained within ADC's Community Engagement Policy.

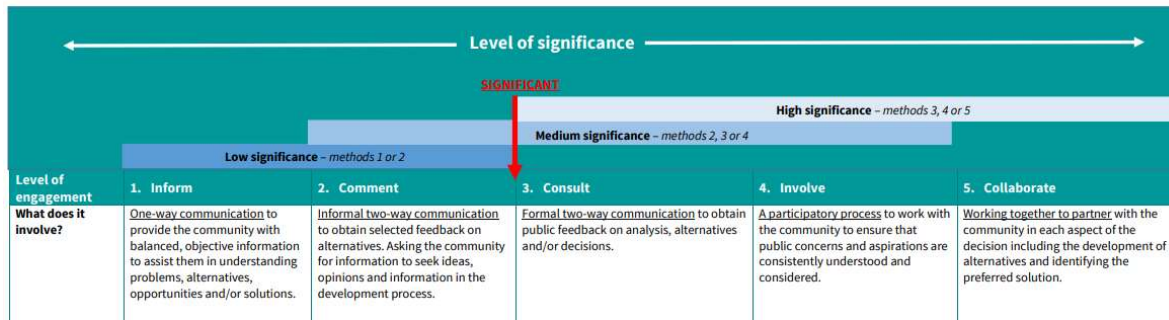


Figure 3 - Significance and engagement scale¹

Please see **Appendix 1** for the assessment of significance for the second Ashburton urban bridge.

2.2 Stakeholder engagement objectives

Considering the Community and Engagement Policy, the IAP2 principles and the scope of the DBC, the following stakeholder engagement objectives have been identified:

- To build positive relationships with partners, key stakeholders, affected landowners and tenants that are potentially affected by the proposal and consider their feedback.
- For all stakeholders to understand the purpose and stages of the project.
- Respond to stakeholders in a timely manner.
- For members of the public and stakeholders to understand how the project will connect with other roading projects being constructed in Tinwald and the Ashburton district.
- To advise key stakeholders and members of the public what the final outcome and design is and the next steps and timing of construction.

2.3 Identified stakeholders

A summary of partners and stakeholders who should be engaged as part of the DBC is presented in Table 2. Information is also provided about when each stakeholder should be engaged.

Table 2 - Stakeholders to engage with throughout the project

Stakeholder	Representative	Timing and level of engagement
Iwi Te Rūnanga o Arowhenua	Ally Crane	<ul style="list-style-type: none"> • Regular hui and communication throughout the project. • Attendance at stakeholder workshop • Information updates distribution
Transport Partner Waka Kotahi NZ Transport Agency	Andrew Washington – Investment Advisor	<ul style="list-style-type: none"> • Regular meetings and communication throughout the project. • Attendance at stakeholder workshop • Waka Kotahi staff (with support of ADC staff and Stantec project team where appropriate) to provide regular updates to Waka Kotahi Board?? on progress • Information updates to be shared on Waka Kotahi website and social

¹ Source: ADC Community and Engagement Policy 2021

Stakeholder	Representative	Timing and level of engagement
		media as a way of reaching wider community.
Road Transport Association	Jim Crouchley – Industry Advisor	<ul style="list-style-type: none"> Attendance at technical workshop Meetings and communication throughout project as required.
Tinwald Cycling Club	Rob Hooper - Chair	
Ashburton Mountain Biking Club	James Reid	
NZ Police	Leigh Jenkins	
Fire and Emergency NZ	Alan Burgess	
AA	John Skevington – Local representative	
Affected landowners and tenants (along alignment and land to be acquired)		<ul style="list-style-type: none"> Direct communication as required
Surrounding businesses and activities		<ul style="list-style-type: none"> Direct communication as required
Local community and general public		<ul style="list-style-type: none"> Council website update and media release once funding agreed

2.4 Stakeholder engagement framework

2.4.1 Project milestones and engagement objectives and purpose

Table 3 shows the DBC key stages and project milestones and a description of the engagement purpose and objective for each part of the project.

Table 3 - ATC DBC milestones and engagement objectives and purpose

DBC key tasks	Engagement objectives and purpose
Ongoing throughout project	
Regular meetings with ADC, partners, and key stakeholders	<p>To keep ADC updated on the project with respect to stakeholder engagement. To advise of any issues, risks and feedback received.</p> <p>To keep Te Rūnanga o Arowhenua and Waka Kotahi (as project partners) and key stakeholders updated on the project with respect to stakeholder engagement. To advise of any issues, risks and feedback received.</p>
Monthly stakeholder engagement report to ADC	To keep ADC formally updated on the project with respect to stakeholder engagement. To advise of any issues, risks and feedback received.
Project initiation	
<ul style="list-style-type: none"> Kick off / introductory meetings with ADC and Waka Kotahi Hui with iwi to introduce project team and discuss approach to project Risk management, quality and health and safety management plans Stakeholder engagement plan Contract plan 	<ul style="list-style-type: none"> To establish a strong relationship as a project partner, introduce the team and explain the project. To set out how engagement with key stakeholders will be managed and implemented throughout the project.
Confirming the road cross section and initial roading and bridge design	
<ul style="list-style-type: none"> Strategic Case review and update Technical Stakeholder workshop Topographic Survey 	<ul style="list-style-type: none"> Introduce project to key stakeholders, reconfirm Strategic Case that was developed in the IBC and review and assess the short list of options.

DBC key tasks	Engagement objectives and purpose
<ul style="list-style-type: none"> • Geotechnical Testing • Concepts for cross-section options • Bridge concept design • Establish MCA framework • Indicative cost for new road and bridge design • Communication with directly affected landowners about surveying and geotechnical testing 	<ul style="list-style-type: none"> • Introduce project to directly affected landowners and the process involved in the DBC.
Scheme design and cost estimates	
<ul style="list-style-type: none"> • Urban and Landscape Design Framework • Lighting design • Design philosophy statement • Stormwater assessment • Road safety assessment • Shortlisting and preferred option identification • Traffic modelling • Economics modelling 	<ul style="list-style-type: none"> • To present preferred option to key stakeholders and to seek feedback on analysis, alternatives and/or decisions – not the location of the bridge or alignment.
Finish the DBC – confirmation of preferred bridge design option	
<ul style="list-style-type: none"> • Confirming the preferred cross-section, active mode connections, preferred type of bridge abutment types • Final transport analysis • Update of existing, relevant technical reports (relating to the Notice of Requirement) • Consenting and procurement strategy • Technical workshop (internal) • Finalise design drawings, design philosophy, costing, economics • Draft DBC • Finalise DBC following ADC review 	<ul style="list-style-type: none"> • To inform the key stakeholders of the final design and explain the next steps for the project. • To provide a summary of how stakeholder engagement was undertaken, what feedback was received and how it was considered. This summary is to be included in the DBC report.

2.5 Stakeholder engagement action plan

In response to the project programme and considering the stakeholder engagement objectives of the DBC, the following table provides details about each engagement activity and who in the project team is responsible for its implementation.

Table 4 - Stakeholder engagement action plan

Stakeholder Engagement Activity	Responsibility
Regular meetings with ADC	<ul style="list-style-type: none"> Stantec Team Leader, Project Manager and Communications and Engagement Lead.
Monthly stakeholder engagement report	<ul style="list-style-type: none"> Communications and Engagement Lead and Stantec Team Leader to review.
Regular hui with Te Runanga o Arowhenua	<ul style="list-style-type: none"> ADC Project Lead with support from Stantec Team Leader, Stantec Project Manager and Communications Engagement Lead as required. Some specialist support from the Stantec project team may also be required in some meetings, depending on the topic being discussed.
Face to face meeting with ADC and Waka Kotahi	<ul style="list-style-type: none"> ADC Project Lead and with support from Stantec Project Manager and Communications and Engagement Lead.
Technical stakeholder workshops (includes all identified stakeholder representatives)	<ul style="list-style-type: none"> Project Sponsor / Group Manager Infrastructure Services and ADC Project Lead to introduce. Stantec Team Leader, Project Manager and Communications and Engagement team to prepare material. Stantec to facilitate workshop.
Letter to affected landowners regarding the DBC and surveying of land	<ul style="list-style-type: none"> Stantec Communications and Engagement team to prepare content. ADC to approve, finalise and distribute.
As required meetings with key stakeholders and directly affected landowners/tenants	<ul style="list-style-type: none"> ADC to arrange and organise meetings, including the relevant attendees from the Project Team. ADC to coordinate any content required with relevant specialists.

It is noted that the ADC Strategy & Policy Manager and ADC Infrastructure Services Support Lead are to provide support to the Stantec Communications and Engagement Lead to review materials and content .

2.6 Communication and Engagement Tools

As part of building relationships, keeping key stakeholders engaged in the project and managing project risks, we also anticipate some ongoing communication between some stakeholders to address specific needs. Some tools that will be implemented are included in Table 5.

Table 5 - Ongoing communication and engagement tools

Communication Tool	Responsibility
Email address (to be included on all communication material)	<ul style="list-style-type: none">• ADC Project Lead
ADC contact phone number (to be included on all communications material)	<ul style="list-style-type: none">• ADC Project Lead
Website	<ul style="list-style-type: none">• ADC Project Lead and communications team to prepare and upload to website.

3 Risks and Opportunities

3.1 General

There are several key project risks and opportunities. Table 6 summarises the key risks associated with stakeholder engagement and provides any mitigation measure to reduce the likelihood and consequence of the risk (residual risk).

Table 6 - Stakeholder engagement risk and opportunity assessment

Risk/Opportunity Description	Potential Consequences	Mitigation Measure
Stakeholders have conflicting views on problems and priorities resulting in being unable to achieve consensus in a solution.	<ul style="list-style-type: none"> Community feel let down by ADC and do not support project. Community backlash and negative media attention. Impact on ADC's reputation and integrity. 	<ul style="list-style-type: none"> Engage all relevant stakeholders early and explain the project, its objectives and expected outcomes. Explain to stakeholders how they can input into the project to make expectations clear on what feedback will be considered. Acknowledge that all considerations are reviewed and assessed. Acknowledge that not all resolutions will be incorporated into the project, but they were all assessed and that the outcomes reflects the best approach.
Incorrect messages and information are provided to stakeholders and members of the public.	<ul style="list-style-type: none"> Stakeholders lose trust in ADC. ADC's reputation is compromised. Potential delays in programme. 	<ul style="list-style-type: none"> Ensure that internal communication between the Stantec Project Team and ADC is regular and up to date. Build relationships and understanding between various team members to ensure that correct information is being provided within appropriate timeframes. Stantec Communications and Engagement Team to implement a coordinated approach between the DBC, Transport and Consenting, Design and Risk and Delivery Teams, with ADC, partners and key stakeholders. Maintain regular correspondence with stakeholders and keep updated on key project milestones.
Stakeholders frustrated by perceived lack of action since the last time they were consulted.	<ul style="list-style-type: none"> Stakeholders lose trust in ADC. ADC's reputation is compromised. Potential delays in programme. 	<ul style="list-style-type: none"> Communicate and engage regularly with stakeholders Listen to feedback, acknowledge feedback and keep updated regularly or at appropriate times. Build relationships and gain trust through doing what we say we are going to do.
Timing of stakeholder engagement activities are not at appropriate times and do not provide stakeholders the opportunity to provide feedback on the project.	<ul style="list-style-type: none"> Stakeholders lose trust in ADC. ADC's reputation is compromised. Potential perception that ADC deliberately attempting to reduce feedback opportunities. 	<ul style="list-style-type: none"> Keep project on its critical path to ensure that timing of feedback does not delay project. Provide stakeholders with adequate time to provide feedback. Provide the stakeholders with a project contact to communicate with. Provide stakeholder with additional options to provide feedback, such as participating via zoom / MS Teams or other technology for meetings.
Local businesses, organisations and landowners are concerned that about future disruptions to their operation during or after completion of construction	<ul style="list-style-type: none"> Businesses, organisations and landowners go to ADC and/or media about concerns Impact on ADC's reputation and lack of trust. 	<ul style="list-style-type: none"> Engage with local businesses and organisations at beginning of project via stakeholder technical workshop and/or via individual communication methods (face to face/email/telephone) to understand any concerns from potentially affected businesses, landowners and organisations.

Risk/Opportunity Description	Potential Consequences	Mitigation Measure
		<ul style="list-style-type: none"> • Provide businesses with a project contact to communicate with on an ongoing basis.
Not all stakeholders are reached	<ul style="list-style-type: none"> • Stakeholders feel let down by ADC as they do not feel their concerns or feedback has been considered. 	<ul style="list-style-type: none"> • Identify all relevant stakeholders through listening to ADC and other stakeholders.
Consultation fatigue from other local projects	<ul style="list-style-type: none"> • Stakeholders are not engaged due to focusing attention on other local projects that are being consulted on. 	<ul style="list-style-type: none"> • Project team to liaise with ADC and Waka Kotahi to be aware of other local projects and their various milestones and consultation / communication engagement strategies and timeframes. • Look at timing engagement activities so as not to clash with other consultation activities. • Understand if any other future projects impact on Ashburton second urban bridge and develop key messages. • Include updates on associated projects (where possible) in stakeholder updates • Post information in the FAQs on ADC's 'Ashburton Second Urban Bridge project page'.
Stakeholders want to know about associated work programmes	<ul style="list-style-type: none"> • Loss of focus on project and inadequate feedback received. • Community frustrated that they are not being kept informed of other projects. 	<ul style="list-style-type: none"> • Include updates on associated projects (where possible) in stakeholder updates • Post information in the FAQs on ADC's 'Ashburton Second Urban Bridge project page'.
Covid-19 restrictions are placed on NZ or local area	<ul style="list-style-type: none"> • Stakeholder engagement is impacted, and stakeholders do not feel they have had adequate and appropriate opportunities to provide feedback on the project. • Project could be delayed or deferred. 	<ul style="list-style-type: none"> • ADC Strategy & Policy Manager to provide Communications and Engagement Lead with Public Engagement Guidance as soon as available if a change in alert level/traffic light level will affect the project. • Project team to have online and virtual tools available to ensure that the stakeholders are still appropriately engaged in the project and have an opportunity to provide feedback. • Project updates are all distributed online, and virtual workshops, meetings and hui are to be held to enable equitable input from multiple participants without delaying the project programme.
Opportunity: Strengthen relationship between Waka Kotahi and ADC	<ul style="list-style-type: none"> • Strong relationships result in fewer project delays, better project outcomes and mutual trust between parties. 	<ul style="list-style-type: none"> • Create ongoing relationships with key staff and elected Council representatives.
Opportunity: Raise the profile and respect of ADC in the Ashburton and Tinwald Community	<ul style="list-style-type: none"> • Key stakeholders and directly affected landowners have trust in ADC as an organisation. 	<ul style="list-style-type: none"> • Communicate and engage regularly with key stakeholders and affected landowners, listen to concerns and feedback, acknowledge feedback and keep stakeholders updated regularly or at appropriate times. Build relationships and gain trust through doing what we say we are going to do.

Risk/Opportunity Description	Potential Consequences	Mitigation Measure
<p>Opportunity: Provide the community with an appropriate bridge and road alignment design that meets the identified needs of the community</p>	<ul style="list-style-type: none"> The Ashburton and Tinwald community is provided with an additional bridge crossing to increase safety of all road users, reduce travel times, increase social cohesion and provide an alternative bridge option in the case of an emergency. 	<ul style="list-style-type: none"> Engage with stakeholders in a meaningful way to understand key issues.

3.2 Covid-19 considerations

A known key threat to delivery of the project is if further disruption occurs due to Covid-19, or a similar event, and it is not managed appropriately. In order to mitigate any potential delays to the project programme, it is important to be prepared for any future disruptions.

With respect to communication and engagement, internal communication between the Project Team would be via MS Teams to work together and collaborate in real time. External communication with all identified stakeholders could also be achieved via MS Teams or another preferred platform, such as Zoom.

For this semi-rural community, the preference is to engage in-person for the stakeholder workshop and stakeholder meetings to enable equitable input from multiple participants. However, if required by Covid-19 alert level restrictions, a virtual stakeholder workshop or stakeholder meetings can be held instead. It is noted that some meetings and hui will be held remotely in any case and such practices have been widely adopted by ADC, Stantec and other organisations already.

As directed by ADC, the Stantec Communications and Engagement Lead would coordinate all virtual community and stakeholder engagement activities in consultation with ADC and with support from the Stantec project team.

4 Approval Process

4.1 Stakeholder engagement & material process

The Stantec Communications and Engagement team will be responsible for preparing all communication content and will work in collaboration with ADC Project Lead, Strategy & Policy Manager, Infrastructure Services Support Lead and the ADC communications and engagement team to develop all engagement material. Input and technical review will be sought from the Stantec Project team and other project team members as required.

All communication material will be reviewed and approved by the ADC Project Lead, Strategy & Policy Manager, Infrastructure Services Support Lead. All communication material should be submitted for review at least 2 working days prior to release. ADC will be responsible for distribution of any material.

Stakeholder engagement material to be approved (but not limited to):

- Workshop material
- Project updates that are provided to the public, stakeholders, and partners
- Website content / messages / information
- Formal correspondence to key stakeholders / members of the public
- All communication material must be approved by ADC (via ADC Strategy & Policy Manager and ADC Infrastructure Services Support Lead) prior to be distributed to stakeholders and the wider community.

4.2 Media enquiry process

The Stantec Communications and Engagement team will be responsible for drafting any media releases or responses to the media in consultation with ADC Strategy & Policy Manager and XX (ADC Media Manager). All media content must be reviewed and approved by ADC Project Sponsor, Project Lead and Strategy and Policy Manager.

4.3 Customer enquiry process & recording feedback

The ADC Project Lead will be the key point of contact for the project. The ADC Council details (general email and phone number) will be included on all communication material.

Any complaints or matters that require escalation will be referred to the ADC Project Lead who will then determine where the query/complaint should be referred to for specific response.

All stakeholder feedback will be collated in a database spreadsheet, (please refer to Appendix 1) and will include the following information:

- Contact details
- Date of communication
- Type of communication
- Nature of feedback
- Details of project team member dealing with stakeholder
- Date of acknowledgement of feedback
- Outcome of feedback – i.e. whether or not there was any further liaison and whether any issues were resolved or need following up.

Any feedback from stakeholders should be acknowledged within 24 hours and a response provided within two working days. Complex matters may require more time to respond, however, this should be clearly communicated with the stakeholder and a response should be provided within appropriate timeframes. Responses are to be drafted by the Stantec Communications and Engagement Team and ADC Communications and Engagement advisor and ADC Project Manager will review all draft responses before they are sent.

All engagement feedback will be summarised and formally reported on a monthly basis to ADC. The partner and key stakeholder engagement feedback will also be summarised and included in the final DBC report

CREATING COMMUNITIES

Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of belonging. That's why at Stantec, we always **design with community in mind**.

We care about the communities we serve—because they're our communities too. We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

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