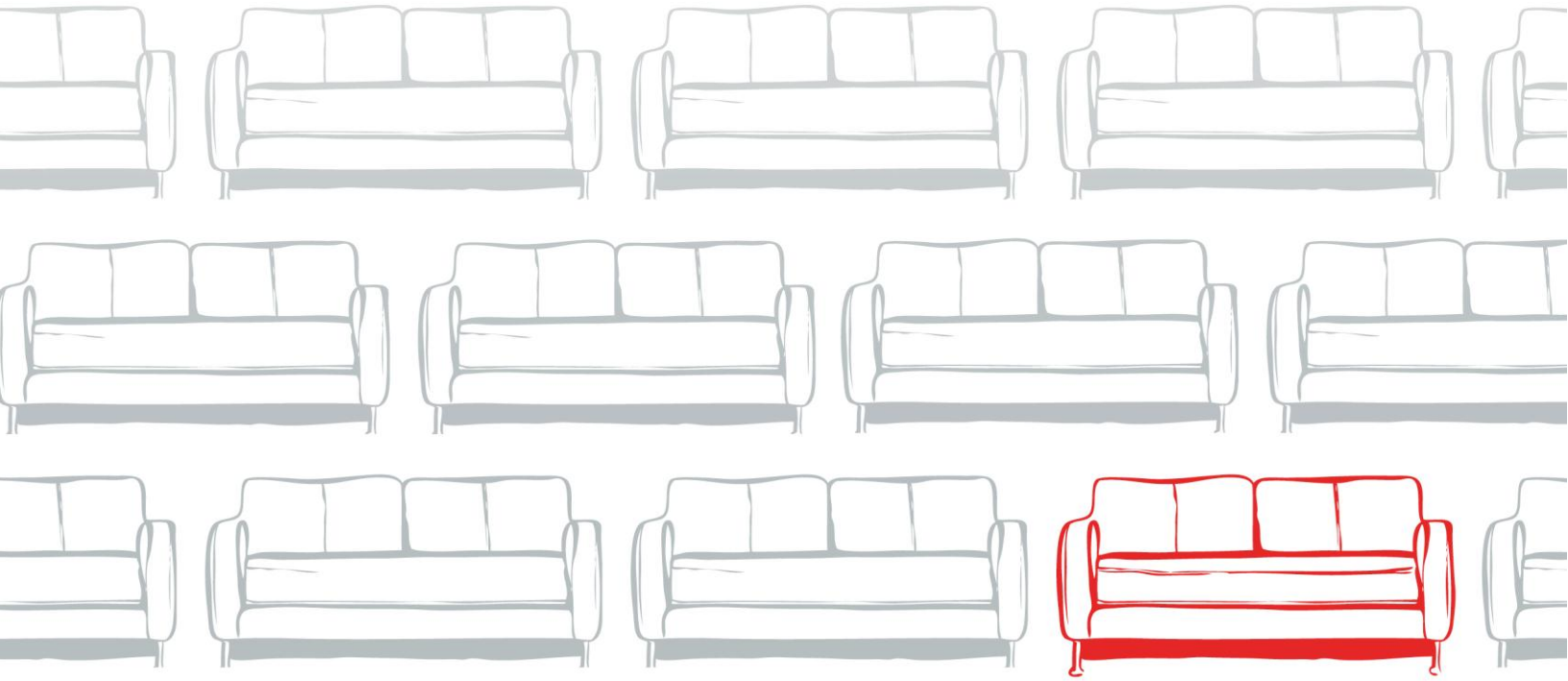

# BUILDING A BETTER WASTE SYSTEM, TOGETHER

## HRM Solid Waste Strategy Review
## Community Engagement Program
## Midterm Project Report

October 21, 2013


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## EXECUTIVE SUMMARY

Phase 1 of the solid waste strategy review community engagement program consisted of consultations with industry stakeholders, residents of the communities in nearest proximity to the Otter Lake landfill, and members of the general public across all of HRM.

Since the beginning of the project, the engagement team has been in close communication and collaboration with representatives of the Community Monitoring Committee (CMC) to ensure that the voices and interests of the residents that live closest to the Otter Lake landfill are heard throughout this process. The engagement team consulted with the CMC on event design for the Town Halls and regional public events, provided a speaking and presentation role at the public events, and made requested resource materials and supplemental information available for the public's consideration via the Shape Your City Halifax online engagement portal.

The engagement strategy included utilizing the recently launched Shape Your City Halifax website to provide background information and gather feedback in a manner that mirrored the methodology used for in-person events.

The first phase of engagement included the following events:

- Two town hall sessions for residents of Beechville, Lakeside, Timberlea and Prospect Road (BLTP), on September 18 and 19
- Two sessions for ICI (industrial/commercial/institutional) and waste industry stakeholders on September 23 and 30
- Four engagement sessions for members of the general public across HRM, including:
  - Dartmouth and vicinity on September 25
  - Bedford and vicinity on September 26
  - Halifax and vicinity on October 2
  - Eastern Shore and vicinity on October 3

A summary of key themes that have arisen in the engagement process thus far and the relative weight of each category of feedback is presented in **Figure 1**. Overall feedback from comment cards suggests that participants have found the engagement sessions held to date to be valuable (**Figure 2**).

We estimate that a total of approximately 650 to 700 people have engaged in the conversation on evolving our waste system thus far. While we have welcomed a number of new people to the conversation at every event hosted, it has been apparent that those with a direct interest in the operations of the Otter Lake landfill (e.g. through residential proximity or employment) are well organized and vocal in presenting their opposition to any and all changes under consideration for operations at Otter Lake. This had an impact on the quality and quantity of conversation had about system needs and/or opportunities unrelated to the landfill.

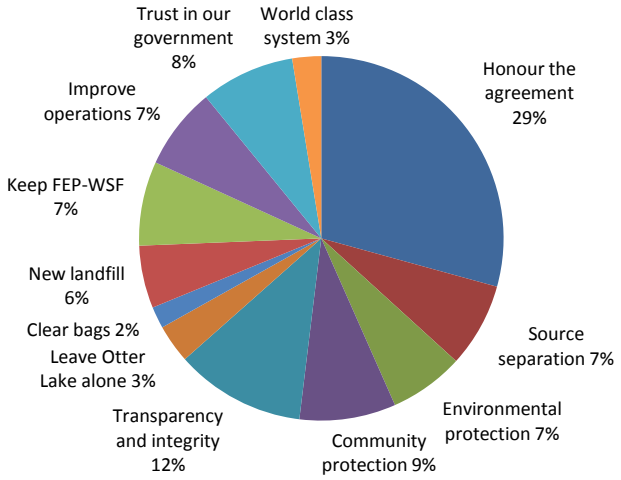



**Figure 1. Summary of key themes arising in phase 1 of the engagement program and percentage weights.**

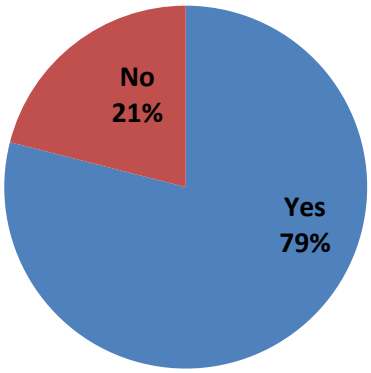



**Figure 2. Responses to comment card question of "Was this event valuable to you?" during phase 1 of the engagement program.**

## PHASE 1 OVERVIEW

The objective of phase 1 of the public engagement program was to provide HRM residents with the background information necessary to provide informed feedback on options to evolve the HRM waste management system, while continuing to protect the environment and community.

Throughout this process, the engagement team has been mindful of the requirement for participants to have an authentic opportunity to influence Regional Council's decision making and have their voices heard. In order to achieve this, we have been diligent in creating a wide variety of opportunities for participants to provide feedback at the in-person events and online.

*In Person:*

- Small group discussions (world café format)
- Harvest of key themes
- Harvest of all questions and comments (including comment cards)

*Online:*

- Discussion forums mirroring the questions asked during in-person events
- Polls/surveys
- Invitation to submit questions for response

## SUMMARY OF COMMUNICATIONS AND INVITATION EFFORTS

With the goal of informing and inviting a broad cross-section of citizens to participate in the engagement program, we executed multiple promotional tactics through a variety of traditional and online channels.

Our invitation process began with a stakeholder mapping exercise, expanding upon lists of individuals, organizations, and communities already identified as likely to have an interest in the process and its outcomes. We also targeted key influencers whom we expected may have a general interest in the process from the perspectives of civic engagement, responsible city management, environmental stewardship, sustainability, and quality of life. This included business development organizations, environmental and relevant industry associations, and educational institutions to name a few.

Our tactics for reaching out to these audiences with our invitation to participate in the process included:

- Mass e-mail invitations

- Follow up phone calls to key stakeholders and those identified as influencers in their communities and organizations, requesting that they assist in extending the invitation

- Grand Parade newsletter

- Spotlight in Halifax.ca main page gallery

- Request to members of Council to extend the invitation to their networks

- Posters

- Social media outreach
    - Tweets via @hfxgov
    - Facebook posts (regular and promoted) through the Halifax Recycles Facebook page
    - YouTube advertising

- Print media placements (including: the Chronicle Herald, Bedford-Sackville Weekly News, Dartmouth – Cole Harbour Weekly News, Shop the Shore, Masthead News)

- Direct mail invitation to residents of Beechville, Lakeside, Timberlea and Prospect Road

## SUMMARY OF ENGAGEMENT TO DATE

### HOST COMMUNITIES: BEECHVILLE, LAKESIDE, TIMBERLEA AND PROSPECT ROAD (BLTP) TOWN HALLS

Prior to engaging the general public and as mandated by Regional Council, we hosted two town hall meetings with a specific invitation to residents of the communities in closest proximity to the Otter Lake landfill site. These events provided an open forum to hear directly from the residents who are most likely to be affected by potential changes at the Otter Lake landfill.

The town hall sessions consisted of the following:

- Welcome - HRM Deputy Chief Administrative Officer, Mike Labrecque

- Introduction to the engagement program, event agenda, guidelines for the evening and overall facilitation - NATIONAL Public Relations

- Remarks - Community Monitoring Committee, represented by Ken Donnelly and Jack Mitchell

- Presentation – HRM Solid Waste Resources, represented by Laurie Lewis

- Open mic/question and answer period with HRM representatives - Mike Labrecque (Deputy CAO), Gord Helm (Manager, Solid Waste Resources), and Richard MacLellan (Manager, Energy & Environment)

- Closing – invitation to participate in further engagement in-person at future events and online

We estimate that the two town hall meetings were attended by a total of approximately 500 community members. The majority of comments and questions expressed were focused on the community's desire to maintain the status quo at the Otter Lake landfill.

The strongest themes that arose in both town hall sessions can be summarized as follows:

- HRM's agreement with (and commitments made to) the Otter Lake host communities and concerns that proposed changes to the operations are inconsistent with those commitments

- Opposition to recommendations of the Stantec report regarding closure of the Front End Processor and Waste Stabilization Facility (FEP and SWF)

- Concerns regarding potential changes to environmental and community protections
- Concerns regarding the intent and integrity of the Stantec report

- Emphasis on source separation, diversion, and education efforts as most important to continued success

During the events, all town hall attendees were asked to write down their most important questions/concerns. Those questions were themed onsite, and attendees highlighted their three most important areas of concern through a “Dot-mocracy” exercise.

All of the questions identified in the town hall sessions were transcribed, and a full list of them can be found in the **Appendix A**. HRM representatives committed to providing responses to these questions over the course of the engagement process. Those responses have been posted to the engagement portal as they are developed.

## INDUSTRY STAKEHOLDERS

The implications of some of the options for changes to the waste system under consideration could be significant for ICI sector and waste industry stakeholders.

The design of the session with ICI sector stakeholders was comparable in content to the general public events, and incorporated open discussion with HRM Solid Waste Resources staff regarding the options under consideration.

The ICI sector event was not well attended, which has led the engagement team to hypothesize two things: 1) the sector may lack awareness of the potential impacts the options under consideration for the waste system might have on their organizations should they be implemented (e.g. service level, cost), and 2) a more direct outreach and engagement approach could be more effective in terms of educating and gathering feedback from ICI stakeholders on the options under consideration. This assessment has informed and shaped our approach to Phase 2 of engagement with this audience, which will include more one-on-one meetings and an online survey option for stakeholder convenience.

The waste industry session was attended by more than 20 stakeholders, which was a strong turnout and considered representative of the businesses that play a direct role in waste management services in HRM. Given the existing expertise of this group of stakeholders, the format of the consultation was focused on gathering specific feedback on the recommendations of the Stantec report, falling into four broad categories:

1) Co-location of facilities
2) Collection options
3) Automated collection
4) Compost plant capacity and regulations

## GENERAL PUBLIC

The general public events in phase 1 were held in central locations in different parts of HRM (including Dartmouth, Bedford, Halifax and Porters Lake) and designed to focus on information sharing and the capture of high level feedback. This approach acknowledged that a number of individuals in attendance would be entirely new to the conversation about our waste management system, and would need to establish a baseline understanding of the system and options under consideration, in order to provide informed feedback.

The content presented in the public session included an educational presentation by HRM on the waste management system and options under consideration, and a presentation by the CMC articulating the key concerns of the host communities of the Otter Lake landfill. Discussions were then hosted in a world café format, and framed by the following questions:

1. "What do you appreciate most about the way we handle our trash in HRM?"
2. "What is most important to you as we evolve our waste system?"
3. "What values and principles should guide our future decisions?"

Please see **Figure 3** for a summary of the key themes and topics that arose from those discussions. A complete, categorized list of verbatim priorities is provided in **Appendix B**.

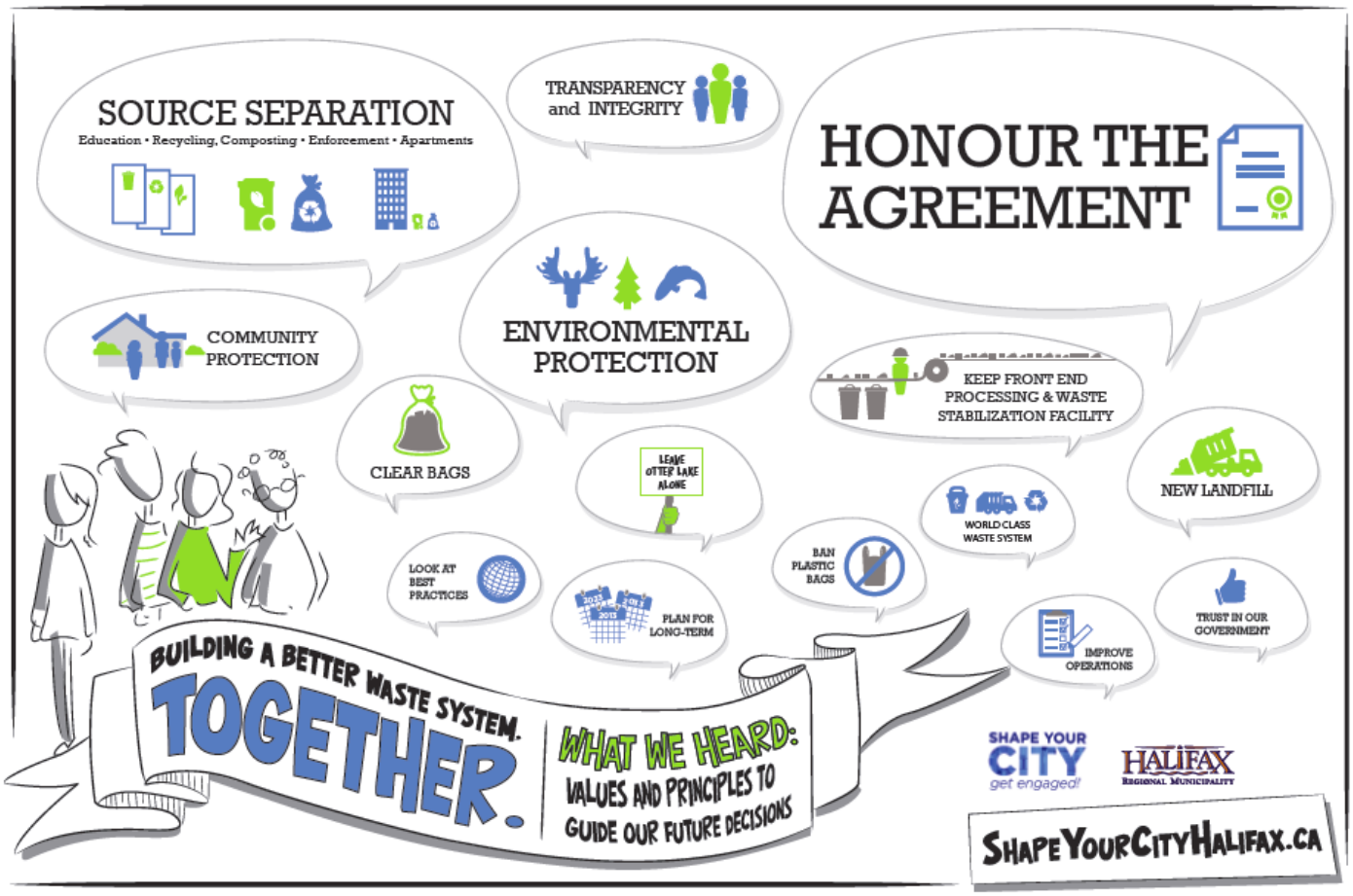



**Figure 3. What we heard: key themes from phase 1 of community engagement.**

Comment cards were also made available to participants at all events. They have been transcribed, categorized and are presented verbatim in **Appendix C.**

We estimate that approximately 200 community members participated in the general public events. It is worth noting that many individuals from the host communities of the Otter Lake landfill were repeat attendees at events across HRM and brought the voice and concerns of those communities into the broader general public conversation about how the waste system should/could evolve. This had an impact on the quality and quantity of conversation had about system needs and/or opportunities unrelated to the landfill.

The approximate breakdown of participants by event is as follows:

- Dartmouth and vicinity: 50 people
- Bedford and vicinity: 60 people
- Halifax and vicinity: 90 people
- Eastern Shore and vicinity: 30 people

## SHAPE YOUR CITY PORTAL

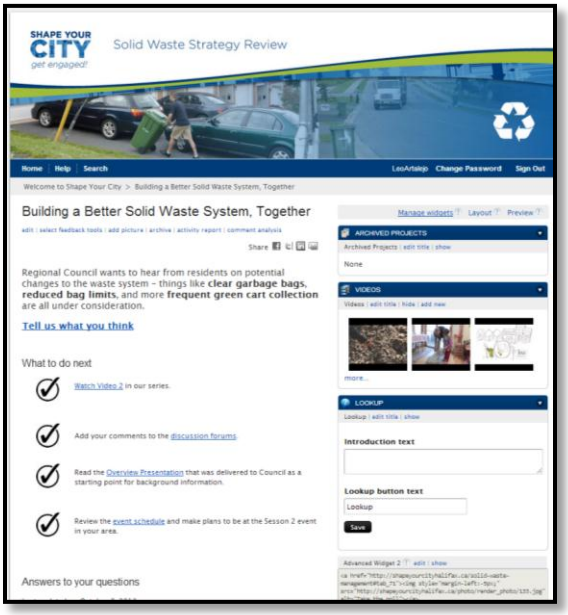
Working in conjunction with the in-person sessions, we have executed the engagement process online through the Shape Your City Halifax website. As the online hub for the engagement program, the portal is intended to be a space populated with clear content on an ongoing basis that is easy to understand, engage with, and share.

Content on the portal includes:

- Educational videos
- Background information (presentations, reports, regulations, etc.)
- Frequently asked questions and answers
- Event summaries
- Event schedule

The engagement functionality of the portal consists of:

- Discussion forums
- Question submission form
- Quick polls and surveys



To truly take advantage of the convenience of online engagement, we encouraged discussion between events so residents could participate remotely and on their own time, at any point throughout the engagement program.

Key engagement statistics from the portal include:

- Site visits: 4,044
- Page views: 9,112
- Document downloads: 1,153
- Video views: 4,960
- Survey responses: 550
- Forum posts: 41

A full list of comments made on the portal can be found in **Appendix D.**

The greatest level of engagement online is in the form of survey and quick poll responses (**Figures 4 and 5**). This has proven the most efficient and preferred way for a resident to express their opinion on the subject matter when they visit the portal. Knowing this, phase 2 of the engagement process will feature survey methodology prominently – both in person and online.

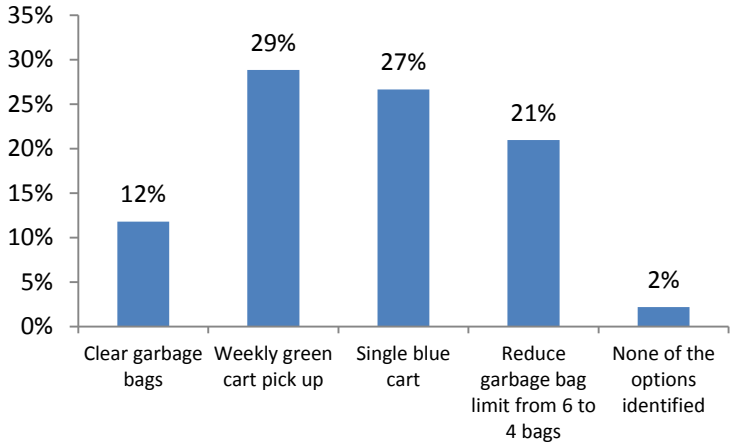



**Figure 4. Results from the quick poll that asked, "Which of the following changes at your curb do you support?"**

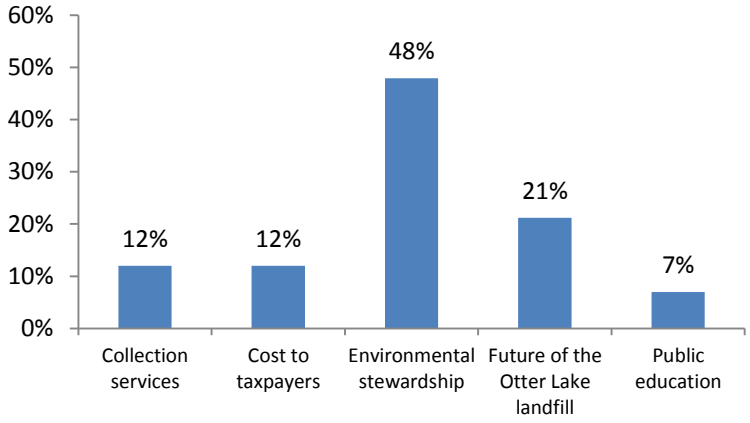



**Figure 5. Results from the quick poll that asked, "When it comes to solid waste management, what is most important to you?"**

## PHASE 2 – COMMUNITY ENGAGEMENT

The intent of the next round of engagement will be to seek specific feedback on options under consideration for changes to the waste management system. In addition to gathering feedback on recommendations in the Stantec report, we also seek to gather the input of residents on ways to increase reuse/reduce behaviours and opportunities to make enhancing diversion simpler and more efficient.

As with the phase 1 of engagement, we will seek to maximize the quantity and quality of citizen input to the process, through the channels of their preference – online or in person.

To allow all participants to engage in the discussions that most interest them, in person events and discussion forums on the engagement portal will be segmented by subject area as follows:

1) Increasing diversion (reduce, reuse, recycle)
2) Changes at your curb
3) Recycling
4) Organics and composting
5) Landfill site changes

Resident feedback on the system options falling in the aforementioned categories will be captured both qualitatively and quantitatively to inform Regional Council's future decision making by using a survey form that lists specific options and asks the stakeholder to select "Yes, "No", or "Unsure". Options on which we will gather feedback include:

*Increasing Diversion (Reduce, Reuse, Recycle)*

1. Reduce bag limits from 6 to 4
2. Use clear bags for garbage
3. Increase inspections at the curb
4. Increase education at high rise apartments and commercial properties
5. Increase inspections and rejections of material when it arrives at the landfill
6. Expand the Household Hazardous Waste program with new depot(s)

*Changes at Your Curb*

7. Introduce black carts for garbage (with or without user pay model for different size cart)
8. Separate large appliance metal collection from regular garbage
9. Co-collection of multiple waste streams in split trucks

*Recycling*

10. All recyclables mixed together in 1 bag (plastic, glass, cans, paper, cardboard) instead of the current 2-bag system
11. Introduce blue carts instead of blue bags (including split cart option for existing 2-stream recycling)

*Organics & Composting*

12. Increase frequency of organics collection to weekly, year-round
13. Collect leaf and yard waste separate from green cart
14. Accept only paper bags for collection of leaf and yard waste
15. Smaller green carts for food waste only
16. Make HRM compost available for purchase

*Landfill Site Changes*

17. Extend operations at existing site
18. Discontinue garbage processing at FEP/WSF and repurpose for organics processing
19. Construct consolidated waste campus model at Otter Lake
20. Construct consolidated waste campus model at new site
21. Increase cell height (5, 10 or 15 metres higher)
22. Explore new technology options

## APPENDIX A: VERBATIM QUESTIONS FROM TOWN HALL MEETINGS

Responses to these questions continue to be developed and posted to the Shape Your City engagement portal.

1. If there's a contract, why is this even being considered?
2. Why push to void contract with the communities? Not a good use of our tax dollars
3. Is the contract being broken because the city wants to use the savings for a stadium?
4. If HRM breaks this contract, how can they be trusted to uphold future contracts?
5. The community agreed to host the landfill for 25 years. How is it fair of HRM to extend the life beyond 2023?
6. Why are we here when there is a contract in place. Why not just leave Otter Lake alone? Why 14 meetings?
7. Is it legal for the contract to be broken?
8. Why did council decide they should break the contract? What did they see wrong with it?
9. Why was the agreement with the community (contract between HRM and residents) not taken into account in the Stantec consultation?
10. If HRM has no legal jurisdiction to make changes, why is all this money and time being wasted here and now to strong arm the citizens of this area to accept the Stantec report?
11. What gives you the right to break our trust and contract signed in good faith?
12. How can HRM justify talking about extending the life of the landfill when the community agreed to only 25 years?
13. "Government: of the people, for the people, by the people." Who changed the definition?
14. If HRM is going against their word to the community, how are we supposed to trust them again?
15. Politicians should work for us, not for them. What has changed?
16. Why do HRM staff continue to misrepresent the operations of FEP and WSF?
17. What plan does HRM have to repair and restore the relationship with our community? We feel dishonoured.
18. What will the effect of the increased cell height be?
19. How high will the landfill cells be raised to if the proposed changes are made?
20. What is the status of extending the life of the landfill?
21. Where would an alternative landfill be located? Are there proposed options?
22. Why won't HRM council start looking for a new site? Our community did our part. It took 10 years to settle Otter Lake, why not start looking now?
23. If there is no new site, what is the length of time HRM wants to extend the life of this landfill?
24. Why are we not discussing the replacement to Otter Lake? This is our chance to take what we've learned and improve?
25. Beside alleged savings, what is the other benefit to making the facility a dump?
26. Is it true that only 3% of the waste is prevented by the facility?
27. How will property values be affected?
28. How much will my property value go down?
29. The concern to me is the proposal to bring all compost to Goodwood area to "try" compost. This area experiences a high putrid smell on many days as it is – will this not increase the problem?
30. Why would we agree to having a landfill that smells, attracts birds in our neighbourhood and have it for another 100 years?

31. Will there be foul odors?
32. Will the smell increase at the landfill, making homeowner value go down?
33. How are you going to deal with the rodents like the ones near my parents' house, they live in a rural area with a dump a few kms away?
34. Currently, several times a year there are strong odours from the landfill. What guarantee is there this would not become worse with the proposed changes?
35. The landfill did smell without sorting 1-2 years ago. Why do you think it didn't?
36. How will a waste campus reduce odors at Otter Lake?
37. How does closing the landfill gatekeeper (FEP/WSF) possibly "enhance" or "evolve" the waste system?
38. Laurie Lewis stated that the WSF does not work as intended. Then why aren't we researching how to make it work better instead of scrapping it?
39. Are you saying that the state of the art waste management facility is mostly due to the cells and not the front end processer?
40. How are the proposed options going to protect the environment in a facility that was not designed for these extra years of operation?
41. What changes if HRM keeps the Otter Lake landfill site open?
42. If the province has already said they won't close or change the facility, why are we here? How can these changes still be made?
43. If the province is refusing to okay these changes what is the point of HRM continuing this process?
44. Is this a ploy to force the province to contribute more money to the city for waste processing?
45. How do you plan to overcome the province's objection to your proposed unilateral action?
46. Why is HRM proceeding in the face of opposition from the province?
47. Why is HRM doing this if different levels of government oppose the change? What is the percentage chance of HRM succeeding?
48. Why are we wasting the time and money if the province isn't going to change what is in place?
49. If Otter Lake is world renowned, why are we discussing change?
50. Why are you changing a system that works?
51. Why not leave the present system in place and treat those "new" green house gases as a new project, or extension of present system**?**
52. Why are there town hall meetings in areas that don't have anything to lose?
53. Has this decision already been made, or are we really going to be listened to? Does our opinion count?
54. Why are we here? Who started this idea? The deal was 25 years – was it working too well?
55. What triggered the desire to change the agreement since you indicated it wasn't for money?
56. What happens to the current employees at Otter Lake?
57. How many jobs will be lost?
58. What would the proposed increased employment mentioned by HRM look like?
59. Why would anyone reduce recycling to save money and cut jobs?
60. How will non source separated items be flagged without the FEP?
61. If cells are built higher, will noise of trucks and equipment be more of a nuisance?
62. What are the dangers of increasing cell heights? What is the environmental impact of the vertical cell increase?
63. If cells are built higher, will noise of trucks and equipment be more of a nuisance?

64. If this is an effort to save money? Has the city done an analysis of the cost of defending a class action lawsuit and the payments to the community for damages and diminished property values? Have this estimated the cost of reporting the environmental damage?
65. How do we know that the environment will be protected with the proposed changes?
66. Without a sorting facility, will hazardous waste go into the landfill?
67. We know harmful material is diverted on-site so why shut those safe-guards down?
68. Are there any environmental issues or laws to protect this from happening?
69. Why are some environmental checks and balances being raised in some areas but lowered at site A (Otter Lake)?
70. Does WSF/FEP produce more GHG or the same amount but faster? How much GHG produced without? How can we improve?
71. Without the FEP/WSF protections in place, would all organic material go to landfill site?
72. Why can you not produce useable compost?
73. What is the future of HRM composting and garbage?
74. Where will the organics go?
75. Where does the raw potato peel go if it gets to Otter Lake?
76. What model of landfill will Otter Lake be if these changes are implemented? What is the vision?
77. Why are we looking to save money short term? Not looking to make more ethical environmentally responsible choices?
78. Is there any truth to the statement that millions can be saved and no harm to the environment by closing the FEP?
79. The cost per year of the FEP is about $10 million, but did you know that if you divide by the number of households (near 200,000) the cost per household would be minimal? About $60.
80. Local businesses will suffer. Home owners will suffer. How does anyone think this will be okay?
81. Is HRM embracing bad/incorrect consulting reports?
82. Why did HRM take it upon themselves to approach Stantec?
83. Which version of the scientific evaluation is correct? The rosy view presented by HRM or; the contrary perspective voiced by CMC and the scientist mentioned vis-à-vis the Stantec report?
84. What does HRM (major and councillors) plan to do about the Stantec report? What do they want to implement?
85. What happens if you change the landfill and it doesn't work?
86. Is there a guarantee that there will be no leachate?
87. If you want to pick up everything in one truck to take it to Otter Lake to dump into one hole, do we stop using green bins?
88. If organics end up in the landfill (from restaurants/workplaces) are they separated and collected for composting, or treated on-site?
89. Was the FEP/WSF designed to separate the waste, or to process it to make the material inert?
90. If a large amount of items arriving at Otter Lake have not been separated should we not be looking at how we could reduce this amount?
91. How can removing one of the two barrier layers in the liner system provide the same level of protection? By definition it can't.
92. Will the liner be reduced from double to single? What happens when that change is made?

## APPENDIX B: VERBATIM "VALUES AND PRINCIPLES TO GUIDE FUTURE DECISION-MAKING"

### DARTMOUTH & VICINITY (SEPTEMBER 25)

***"What do you appreciate most about the way we handle our trash in HRM?"***

- Front end process
- Public consensus
- Improve without tearing it all apart
- Ahead of the curve
- Education of children
- Input from the public
- Proud! (we want clear bags)

***"What is most important to you as we evolve our current waste system?"***

**Honor the Contract**

- Honor the agreement created by host community for protection
- Simple principle- honor the commitment to host community
- The promise to the people
- Honor the existing agreement and permits without change and no extension for Otter Lake operational term past 25 years
- Honor agreements with community
- The same values and principles that were evident when the agreement between HRM and the host community for Otter Lake
- HRM must honor their contract
- Honor the contracts
- Keep promises made
- Honesty and support from HRM government

**Education, Source Separation and Diversion**

- Focus on education and source separation
- Public responsibility to separate at the source
- Work to increase source separation. Education, awareness, enforcement, accountability
- Diversion/ Source separation
- Improve source separation through education and enforcement
- Source separation- commercial building (especially new). Build better source separation in the design and through permit
- Education- commercial, institutional, general public
- Focus on diverting more from ICI sector- apartments, businesses, commercial
- Use waste audits to tackle recyclables and organics not diverted
- Collect organics from restaurants and apartments
- Increase diversion at source including businesses

**Environmental Protection**

- Environment over dollars and cents. Willing to pay more for state of the art.
- Environment- do not reduce liner, keep processes at Otter Lake and look at how to enhance
- Environmental protection
- Environmental and community protection

- Don't reduce existing environmental protections
- Reliable data and environmental assessment

**Community Protection**

- Community commitment and protection (now at Otter Lake and future site)
- Ensuring that the citizens understand the ramifications both financially and environmentally, especially those citizens who host the landfill in their area

**Not Listening**

- I thought the listening meant that HRM would listen to us. Instead, we got a sales job and we did the listening
- I do not see any demonstration of values and principle in the way this meeting is being conducted

**Plan for the Long Term**

**Celebrate our World Class Landfill**

**Trust in our Government**

**Look at Best Practices**

**Improve Operations**

**Leave Otter Lake Alone**

**Use Clear Bags**

## BEDFORD & VICINITY (SEPTEMBER 26)

***"What do you appreciate most about the way we handle our trash in HRM?"***

- Way ahead, state of the art
- % of things put in recycling and compost
- Diversion and source separation
- Transient population- FEP and WSF protect us
- They pick it up! (the trash)

***"What is most important to you as we evolve our waste system?"***

- Honor the agreement and take care of the people
- Move towards a zero waste system
- Otter Lake remains the same
- Maintain or improve- education, operation and protection
- Stantec report is false
- Problem- no green bins for apartments
- Truth about GHG? How much?
- Keep the commitment to the community
- Review and consider all information and transparency
- Clear bags
- More processing will not increase methane production

***"What principles should guide our future decisions?"***

**Honor the Contract**

- Honor the contracts
- Honor contracts- Respect host community
- Integrity- live up to your commitments HRM
- Honoring commitments
- Trust- a deal is a deal
- Honor contracts and commitments
- A deal is a deal- LOLA!
- A deal is a dead- the local community
- Moral imperative to honor existing contract
- Respect CSC commitment, original strategy was brilliant
- Honor agreement
- Honor the agreement
- Honor commitments made to community around landfill
- Respect the CSC decision and commitment
- Honor commitment
- Honor past commitments
- The city made a commitment, let's keep it

**Education, Source Separation and Diversion**

- Improve education, enforcement and communication
- More education in regards to source separation
- Apartment building owners should be held responsible for waste management
- Provide tenants with tools to recycle and compost with as much ease as home owners
- Emphasize source separation- education, enforcement, clear bags
- Citizen driven strategy to increase diversion and establish waste system
- Perfect source seperation

**Environmental Protection**

- Environmental protection for everyone- host community should not suffer; they did not ask to be compensated
- Environmental protections
- Increase environmental responsibility and protection
- Environmental protection- liner + FEP + WSF + no organics
- Environmental protection

**Transparency**

- Transparency
- Give all points of view information from ALL reports
- Transparency! Equal time for all reports and executive summaries
- Transparency and consider equal footing for all information
- Full disclosure- focus on all reports Re: Otter Lake

**Community Protection**

- Community protection (FEP and WSF)
- Have some respect for your partners: the people of Beechville, Lakeside, Timberlea and Prospect

**Leave Otter Lake Alone**

- Leave the landfill and Otter Lake alone
- We are not interested in changing Otter Lake

**Use Clear Bags**

- Clear bags
- Use clear bags

**Trust**

**Ban Plastic Bags- Use paper- Not about money**

**Extension past 25 years not supported**

**Get on with site selection**

**Make category B compost from WSF organics and use it beneficially**

## HALIFAX & VICINITY (OCTOBER 2)

***"What do you appreciate most about the way we handle our trash in HRM?"***

- FEP and WSF stay in place
- Not everything gets seperated at source
- HRM is a leader as a whole
- Why fix what is not broken
- World class waste facility- NS is not always so ahead
- Community process
- Proud of the state of the art system
- HRM doesn't seem to be listening- Is the respect still there?
- Where is the Dillon report?
- Community protection
- Community driven process
- Can't take the FEP out and have the system still work

***"What is most important to you as we evolve our waste system?"***

- GHG unintended? It is intended
- We need reality to the facts being brought forward
- WSF and FEP keep the community safe- helps us meet our diversion goals
- What about reducing waste?
- Lack of education about sorting
- We should go above and beyond
- We need another gatekeeper if people don't comply. FEP is a double check
- No food waste to landfill
- Go to zero waste
- Source separation
- Reduce bag limits? People will get bigger bags
- Environment priority
- Add protection, not take it away
- Education source separation at home- apartments and condos
- FEP and WSF are the best protection
- Landfill without a condom

- Most important environmental protection-Lakes- they affect us all
- Keep the system the way it is

***"What principles should guide our future decisions?"***

**Honor the Contract**

- Honor the contracts
- Honor contracts- Respect the agreements
- You should honor the agreement to close Otter Lake
- Don't make promises you can't keep
- Keep promise to community
- Honor contracts with host community
- Honor your commitments to the contract and the host community
- Honor the contract
- Honor commitment including CSE strategy
- Honor the contract with community
- Keep your word
- Keep the trust of the people by honoring your word
- Honor commitment
- Honor the contracts and agreements
- Keeping your word- to the community, no manipulations/bribes/ buy outs
- Honor the contract
- Honor your commitments

**Education, Source Separation and Diversion**

- Source separation
- Source separation and education
- Reduction and source separation, education
- More diversion, more education, more enforcement= less waste
- Educate the public- homeowners, businesses, apartments, condos
- Improving source separation which will reduce what ends up at Otter Lake. There by reducing what ends up at OL we reduce cost and the number of employees
- Source separation needs to be promoted and marketed to the residents (commercial, restaurants, elementary schools, apartments) Focus on education.
- More educational resources

**Environmental Protection**

- Commitment to environment
- Environment commitments
- Environment
- Environmental protection- protect environment, keep FEP and WSF till 2023 and close the landfill
- Environmental protection of all systems

**Community Protection**

- Community commitment -2023 closure focus on new options
- Respect community
- Keep commitment to community

- Treat Otter Lake community with dignity. We should be celebrating this community
- Our community is priceless

**Integrity**

- More truthfulness and facts instead of spin
- Openness, collaboration, sharing factual info
- Listening would be a great start
- No manipulation, speak truth

**Leave Otter Lake Alone**

- Leave the landfill and Otter Lake alone
- Leave the system alone

**Keep the FEP and WSF**

- Safeguarding our WSF and FEP

**Get on with site selection**

- Start process for another landfill

## EASTERN SHORE & VICINITY (OCTOBER 3)

***"What do you appreciate most about the way we handle our trash in HRM?"***

- Look to other places when improving the system
- Proud of the system
- The way the system is currently working
- Exporting expertise
- Citizen design
- FEP and WSF
- Large item picked up at the curb
- No smelly landfill
- Recycle, compost and diversion
- Compost and organics don't go to the landfill
- Household hazardous waste facility
- World class leader

***"What is most important to you as we evolve our waste system?"***

- Residents are paying for green carts-tax dollars
- Campus model- trucks will fill too fast
- Clear bags
- Protection of the environment
- Don't save pennies by taking things away instead of growing the system
- Lack of trust- betrayal
- Only 10 years left at Otter Lake- Find new Landfill
- Stantec- what's their background?
- Limit on bags
- Cost recovery?

***"What principles should guide our future decisions?"***

**Honor the Contract**

- Honor the agreements
- Honor existing agreements
- Honor agreement- keep public trust

**Education, Source Separation and Diversion**

- Enhance source separation
- Concentrate on more source separation
- Improve source separation

**Environmental Protection**

- Protection of environment and community
- Future decisions need to be guided by environmental security- current and future

**Community Protection**

- Respect Otter Lake community
- Community must be partners. We must all work together for the success. We all live here and should do it together

**Original Principles**

- Stick to original principles- non-campus, non-direct dump
- Keep what we have and make it better- take nothing away

**Keep the FEP and WSF**

- Leave the FEP and WSF in place- they perform an important process

**Get on with site selection**

- Find a new landfill site

## APPENDIX C: TRANSCRIPTION OF COMMENT CARDS

### HONOUR THE AGREEMENT

1. "Why is it since the release of the Stantec Report has the regional plan in particular in the "solid waste resource management section being re-written that appears to almost eliminate the original intent of SU-22?"
2. "Council should keep their Word!"
3. "We learn the most by listening to people talk- by not letting us go longer this evening & have more people speak indicates we are not going to be heard. I/we don't want the landfill extended past 2023. Trust. Truth. Integrity. Keeping your word."
4. "Your memory is foggy!! No way would the landfill have been accepted in the Timberlea area without an end. You are traitors. Shame on you."
5. "Honor the contract."
6. "Our environment is priceless, money is not enough. Respect the people and commitments. Trust."
7. "Honour the agreements between HRM and the public & the landfill operator."
8. "Keep the promise. HRM staff need to improve their education program & better explain their goals honestly."

9. “A deal is a deal. It was reached after years of consultation. Now HRM is trying to undermine the agreement with the community by a false “consultation” process. No trust for HRM. Fire the arrogant fat staffers who have no respect for the people. They were laughing at the participants- makes me sick that HRM mayor and councilors allow this.”
10. “Honouring the existing contract. Maximizing environmental protection. Repetitive, misleading, irresponsible on HRM. “
11. “Let HRM respect their promise to the community. Keep the FEP + WSP in place.”
12. “Honour the contract. Keep commitment to community & environment. If it’s not broke, don’t fix it.”
13. “Honour commitment. “
14. “Honor your contract to the people of HRM!”
15. “Keep commitments that have been made.”
16. “Keep your word and honour your signed contract.”
17. “Do NOT break the agreement with the host communities.”
18. “You had asked the community how they felt about a landfill, we agree to host based on trust. We expect it to stay that way.”
19. “Honour the commitment you made to the community.”
20. “Stop wasting money on this process- honour your commitments!”
21. “Do you understand the tree trunk example? Please consider the long-term costs related to an unstable landfill. Odors, environments, leaks, long cycle of stabilization= decades. And, honour the contract with the community. The FEP/WAP are an important component of our accomplishments. Education about diversion, source separation and ways to improve the current process are the way to go forward. Removing protections are not the answer.”
22. “The suspected cost savings suggested is not a sufficient goal for changing a system mid-stream and breaking a commitment to the community and maintain the WSF/FEP.”
23. “No change to the contract.”
24. “Uphold the contract & do not make proposed changes.”
25. “Why are you not standing behind the original agreement?”
26. “The people need to be certain that contracts & promises made will be kept. No! No! No!”
27. “I can’t believe that my city leaders would even consider going back on its word- an agreement with the community. How can you expect anyone to trust you again? It’s a total betrayal.”
28. “I do not support any of the Stantec recommends. The flawed Stantec reports should be shelved.”
29. “They have a commitment to the city to keep their word. Why turn back time and reverse all the good we have done by having this facility? We have been recognized for it across the country/world and show them how to do the same, why stop now. “
30. “I am embarrassed as a citizen that council would ever even consider going back on their PROMISE TO ITS CITIZENS. Please do the right thing and keep this facility open. It’s the right choice for the following reasons: Proving councils integrity, Environmental associated long-term benefits, proving that WE ARE LEADERS and that WE ARE STRONG for the rest of our province/country/world. This is an OPPORTUNITY to demonstrate/ lead by examples. Jobs! Think of the people who rely on this facility to feed their families.”
31. “Honor the commitment to our community.”
32. “Unilaterally breaking a contract is not an option. Honour the agreement, and close it in 8 years.”
33. “Close Otter Lake when it was contracted to close 2023.”
34. “Stop this bullying! A deal is a deal! “Dismay” “Angry” “Disheartened.”
35. “HRM needs to honour its agreement (contract) with the people of BLT, Prospect Road, etc.”
36. “When you sign a contract don’t you think you should keep up your end of the agreement? Residents work hard to keep their end paying taxes & doing separation. What legal right do you have to break that contract?”

37. “I would like council to remember its promises to the area residents and uphold its agreement with the community.”
38. “Keep your word. A deal is a deal!”
39. “Why the big rush to break a contract.”
40. “They cannot break the contract, cannot close FEP/WSP and have people lose their jobs. Don’t chance ruining a community.”
41. “Stop bullying. Follow contract. Listen to the people. Leave Otter Lake alone.”
42. “Honor the original contract.”
43. “Honour the agreement and start working on the next site. For the future, let us move on.”
44. “As a resident of Prospect Bay since 1975 and protested against Otter Lake, I only accepted it with the contract that was presented to the people to protect the environment & thus the community.”
45. “To honour the original legal agreement with the community where Otter Lake was sited. Otter Lake should close when the agreement expires after 25 years in 2023.”
46. “We want HRM to keep their promises to our community and leave the Otter Lake site alone! Be fair and leave it alone.”
47. “I would like to see no changes. Contracts should not be broken because of money.”
48. “A contract is made by two parties... but it is being denied by City of HFX.”
49. “Honor your contract.”
50. “Retain the contract. Height of cell should remain as is.”
51. “I want you to keep the agreement. Close landfill in 2023.”
52. “No means no!”
53. “Peoples homes, local businesses, our livelihood will all suffer from this. Why should we suffer for, first of all, allowing the facility to come into our community in the first place, and trusting that the contract would be fulfilled, but now a potential break in that contract has/will betray the trust we had in this operation. And it will have a direct effect on us, the people who allowed this to happen in the first place, 13 years ago. Why should we be forced to suffer the consequences?”
54. “It is necessary and honourable to keep the original agreement.”
55. “Honour the contract. “Fire” the funkies who continue to try to sell their ideas to our community.”
56. “2023 is the contract end date. Is this about extending the life of Otter Lake?”
57. “The environment!! Jobs!! Finish what you/we started!! Engage the people.”
58. “That the landfill site not be extended and contracts not change or be broken. Don’t fix what’s not broken!!”
59. “The intent to break the contract was loud & clear when HRM staff asked for the Stantec Report without the parameters of the existing contract with the community.”
60. “A promise/contract was made with the people of Timberlea. Keep the word made by your previous council. NS had had enough closures & families devastated by gov’t decisions HRM should not follow this trend.”
61. “No means no! A deal is a deal!”
62. “Integrity, keeping a promise. Close landfill on time as agree.”
63. “ I want HRM to live up to its commitments with the community, not just because I believe it is best environmentally, but also because it is ethically and morally right.”
64. “We have a contract, stick to it.”
65. “Keep your promise to our community! Since when is a contract so easily broken?”
66. “Honor your contracts and agreements.”
67. “The contract with the community needs to be kept.”
68. “I am most concerned that commitments made to the area residents for hosting a landfill be respected.”
69. “Honour the agreement!”
70. “Do not renig on contract with community.”

71. “Ditch the Stantec report. Keep the contract.”
72. “Honour the contract!”
73. “Has the Stantec Report done an accurate analysis? Does the amount going through the FEP/WSF even if not 100% matter? How can all residents trust contracts= commitments if this is not honored? Are steps being taken to implement clear bags? Will an EAP be done? ICI waste is flagged at the FEP (this is a huge bulk of waste that goes through the FEP) how will this be addressed? Should energy $$$ go towards siting a new landfill? Energy on education & improving waste diversion & reduction strategies. Will rodents, vermin rise without the FEP/WSF (there will be organics going through)? What about hazardous waste being removed at FEP?”
74. “You’ve broken trust with this community. We feel betrayed. This process of public consultation should have started with a guarantee that the contract will be honored for the duration. Now is the time to start planning for when the contract expires. That’s what good faith looks like. Council- you still have time to save face: Admit this was handled poorly. Honour the contract- restore good faith. Use a public planning approach to long term waste planning that is open, enviro-centric and respectful of our citizens.”
75. “Trust-honor- your word is your word.”
76. “Honour signed agreements & communities.”
77. “These meetings should not be necessary. The contract with the community says FEP & WSF are to be part of Otter Lake; since when is a contract not a binding document? The province says it won’t allow changes. Why is this even being discussed? In all seriousness, lets save money here in HRM by avoiding wasting money elsewhere. Put together a committee of people like university students, single-moms and seniors. They’ll help you figure out where the fault is.”
78. “Promises to the host community.”
79. “Honor contract.”
80. “That changing the agreement will cause citizens to forever distrust any future agreements between citizens & city council. This would be a tragedy. And, why hasn’t staff started looking for a post 2023 landfill site?”
81. “Honour the contracts!!”
82. “If this contract is breached and our community is not protected, it would be hard to continue to have faith in/support HRM counsel in the future.”
83. “A contract is a contract. Leave our community alone.”
84. “Council to honor its commitment to local host community. Honor the 25 year contract and get on with siting a new landfill site.”
85. “Honour the contract at Otter Lake.”
86. “Honour the contract.”
87. “Honour commitments & contracts already made.”
88. “Consider reports other than Stantec. Honor commitments made to the community.”
89. “Honor your commitment! If you ever want anybody to agree to have a landfill in HRM again, you must honor your commitment. Consider all expert sources, not just one. Use facts and not conjecture.”
90. “A deal is a deal. Honour the contract. Honour the spirit of the contract.”
91. “A deal is a deal. Honour the contract. Honour the intent of the contract. Don’t waste more tax payers money on legal technicalities. You made a deal HONOUR IT!”
92. “Honour the agreements.”
93. “Please consider the past commitments and look to future success through increased diversion and source separation.”
94. “Honour the agreement that is now in place with the hosting communities. Fire the flunkies who are trying to push this idea down our throat. Before we make changes to the system we now have in place, let’s

concentrate on the agreement that was put in place before. The communities have spoke loud about the proposed changes. They are not prepared to the ….. changes or the extended life of the present site. ”

95. “You will have more citizen apathy if you break a promise.”
96. “Honour the commitment to the host communities.”
97. “Separation at curb side needs to improve before anything else. Keep your word to residents. Perhaps cost should not be most important thing.”
98. “Keep your word! We have a contract! You are elected! We can change that.”
99. “Why bother to sign a contract? HRM can’t be trusted!!!”
100. “I do not support any of the recommendations put forward from the Stantec report. No extension past the 25 year term. The science supports that the FEP $ WSF do work as detailed in the initial build spec. Stop this public engagement process and restart the CSC process as occurred pre-1995.”
101. “Do not interfere with this current contract!!”
102. “HRM must honor the agreements and contracts that were made at the time of the community voluntarily agreed to host the landfill.”
103. “The agreement contract.”
104. “Do not change a contract that has been working well. Honour what has signed. Spend our tax money in an area that needs it or planning on the next Otter Lake in 2023.”
105. “It is not ethical to change a contract that was made. Our property values and quality of life will plummet.”
106. “Honesty and keeping promises. We teach our children to keep their promises. As adults and politicians we need to model honesty by honoring our promises. It is amazing to me that $600,000 of taxpayer money has been spent studying this subject. If there is a contract, and there is, why are considering/wasting money trying to break the contract?”
107. “Just to honor your commitments.”
108. “It is morally, ethically, and legally wrong to unilaterally change the terms of a contract.”
109. “Do not change the agreement!! Citizen revolt will occur!! Even for councilors in other areas of HRM!”
110. “Do not break the contract!!! Bring in stricter rules around source separation like: clear bags, reduce the # of bags collected, recycle more products like Styrofoam, stricter rules for commercial institutions (ICI). Get a better sorter for the WSFE. Educate, educate, educate for organic waste separation. Why have we spent $600,000 on this review to date and will end up over $1 million. That would have paid of inspectors, educators, purchased new sorters.”
111. “No breaking the contract!”
112. “Contract= no changes. Honour contract. New site in 10 years.”
113. “Honor the contract.”
114. “A contract exists between the citizens and HRM. It must not be broken. Citizens are proud to be the guardians of a leading North American waste management system.”
115. “Keep the process that the community was promised and created.”
116. “Keep your word. Turn this around to be a positive process. Shame on HRM. How much have be spent on this process? Continue to spend? If you wanted ideas on diversion, happy to give for free if asked!”
117. “Honour the contract.”
118. “HRM has changed their story through this process. First the Otter Lake site didn’t do what it was supposed to, then it did. The WSF didn’t work but now it does! The liner was supposed to be reduced, now it isn’t. HRM doesn’t understand their own system. Honour the commitment!”
119. “The commitment must be honoured before moving forward with new systems and changes to the existing facility. Campus style is breaking the contract!!”
120. “Honor the agreement & find new site for the next landfill- you have 10 years.”

121. “Honour agreements and commitments to the local group. If you want to make changes, that’s fine but negotiate in good faith with the local organization.”
122. “You made a commitment, you need to honour it- this planning needs to be implemented after current agreement expires.”
123. “If you break one contract, how can we trust that you can be trusted to make any other contracts. They won’t be worth the paper it is written on.”
124. “Stand up and honour the contract you signed with the Timberlea, Lakeside, Beechville, Prospect area.”
125. “HRM should honour agreements they made with residents. When they don’t it diminishes trust in the HRM.”
126. “To move forward first answer this: Will you honour the agreements & find new site? You cannot move forward without an answer.”
127. “Why are you not standing behind the original agreement?!”

## SOURCE SEPARATION

*Education*

*Recycling, Composting*

*Enforcement*

*Apartments*

1. “More education is needed.”
2. **“**Promote more separation at residents. The $$$ spent on Stantec and useless consultation should have gone to public education for source separation. Better use of our $ than biased studies and fake “consultation”! How much were consultants paid?”
3. “Education 1st then go forward.”
4. “When coming to a decision on this topic, please base it on facts, science and evidence rather than on opinions, spin doctoring and personal agendas. I also think adding bluecarts to the program is a great idea.”
5. “Education about diversion, source separation and ways to improve the current process are the way to go forward.”
6. “There needs to be more education for people on how powerful it is to recycle & compost! So important. Perhaps a video on Top 10 recycling crimes!”
7. “Consider improving collection/ recycling & reducing garbage to start with.”
8. “Why are new apartment not built to facilitate at source separation?”
9. “Reject Stantec report recommendations. Perfect source-separation without delay and with determined courage & vision. Bag limits, cost per bag after 1st bag weekly, clear bags, fines for non-compliance for ICI & residential, enforcement. Need a real Zero Waste Solutions Citizens Task Force- a permanent, funded, official body with full HRM & provincial cooperation.”
10. “Educate the population of the ramifications of not recycling properly. “
11. “How could any individual in charge of our tax funds make a decision to spend almost 1 million dollars without being sure if the province would amend the law or source separation?
12. “Embrace clear bag for garbage and increase enforcement to weed out all of those that are not separating at source. “
13. “More education on source separation.”
14. “Develop strategies to up recycling/composting/sorting at source especially in apartment buildings & commercial businesses.”

15. “Energy on education & improving waste diversion & reduction strategies.”
16. “Why is there no source separation in apartment buildings? Where does that garbage get separated?”
17. “Make source separation/ front end processing facility.”
18. “Please consider the past commitments and look to future success through increased diversion and source separation.”
19. “Separation at curb side needs to improve before anything else.”
20. “Let’s promote source separation.”
21. “Bring in stricter rules around source separation like: clear bags, reduce the # of bags collected, recycle more products like Styrofoam, stricter rules for commercial institutions (ICI).”
22. “Why if something works so well (FEP & WSF) would you want to change it, when other systems need to be improved (source separation in apartments & business). Work with the operator & community as a team, not against as opposition.”
23. “Keep it as is. Improve source separation.”
24. “Develop strategies to up recycling/composting/sorting at source especially in apartment buildings & commercial businesses.”
25. “Other systems need to be improved (source separation in apartments & business).”
26. “When you sign a contract don’t you think you should keep up your end of the agreement? Residents work hard to keep their end paying taxes & doing separation.”
27. “It's important to continually educate all newcomers to the city on how the waste system works, promote compliance and discourage littering. New renters and students seem misinformed on arrival. We need to promote waste reduction to help make the whole system more sustainable. There is an opportunity to promote frequent messages that link the importance of having a good waste system so that all residents take pride and responsibility for living in a clean city.”

*Questions:*

1. “Monitoring and warnings for ICI loads not properly sorted is done at the FEP to my understanding; how will this be monitored and enforced if the FEP is closed? What is being proposed and has this been costed?”
2. “Why are some residents not separating?”

## ENVIRONMENTAL PROTECTION

1. “Protect our Lakes for Future Needs”
2. “Please consider that the environment assessment was waived because the FEP/WSF were in place. What happens if the FEP/WSF are taken away, will there be a new environmental assessment? “
3. “Our environment is priceless, money is not enough. Respect the people and commitments. Trust.”
4. “Original construction liner only engineered for 25 years or less when cells get full. Need to protect surrounding lakes in case all of HRM need water in future. Only 60% of waste is diverted, need FEP & WSF to protect what goes into cells.”
5. “Honoring the existing contract. Maximizing environmental protection. Repetitive, misleading, irresponsible on HRM. “
6. “Keep commitment to community & environment. If it’s not broke, don’t fix it.”
7. “When coming to a decision on this topic, please base it on facts, science and evidence rather than on opinions, spin doctoring and personal agendas. I also think adding bluecarts to the program is a great idea.”

8. “Do you understand the tree trunk example? Please consider the long-term costs related to an unstable landfill. Odors, environments, leaks, long cycle of stabilization= decades.”
9. “That the communities are not uneducated homeowners. Many are experts & are informed, dedicated & committed to ensure that we will not have a disaster on our lands which HRM will be baffled & not in any position to pay cost of environmental damage plus homes losing worth.”
10. “Should we not look for ways to improve environment protection than decrease protection? How many other places are proud of their garbage dump?”
11. “As a resident of Prospect Bay since 1975 and protested against Otter Lake, I only accepted it with the contract that was presented to the people to protect the environment & thus the community.”
12. “If the liners should fail, and matter leaks into the water system, who is responsible for the clean-up and associated costs? Not the little taxpayer surely! Who will supply water to my home forever and ever? Not me!”
13. “How will the increased Height and weight of the garbage affect the liner and gas recovery system at the base of the cell?”
14. “It is most advisable to go on in perfecting ways to dispose of community waste while causing the least environmental impact. Priority is to protect the Nine Mile River system.”
15. “I want HRM to strengthen environmental protections at Otter Lake, and I’m willing to pay higher taxes to make that happen.”
16. “What is HRM doing to reduce waste?”
17. “Are you working with manufacturers to get them to make items that will not end up in the landfill or the curb?”
18. “Use a public planning approach to long term waste planning that is open, enviro-centric and respectful of our citizens. “
19. “How can you claim there will be no environmental consequences when an environmental assessment has not been completed?”
20. “Protect our environments and do not reduce specs.”
21. “Our lakes and rivers. Fires from clumping in a cell without being sorted first.”
22. “Enviro safety. Life expectancy of Otter Lake.”
23. “What is the reclamation plan for site after closure?”

*Questions:*

1. “Please consider that the environment assessment was waived because the FEP/WSF were in place. What happens if the FEP/WSF are taken away, will there be a new environmental assessment?”
2. “Structurally, what if the structure of the landfill fails, then what will be done? Is there an action plan in place in case of this occurrence?”
3. “What is the recovery procedure to deal with a breach/failure in the cell liners? What is the lifespan of the cell liners?
4. “Will an environmental impact assessment be required if changes are made?”
5. “How does allowing hazardous & banned materials into the landfill maintain the same level of environment?
6. “What is the reclamation plan for site after closure?”
7. “ICI waste is flagged at the FEP (this is a huge bulk of waste that goes through the FEP) how will this be addressed?”
8. “Will rodents, vermin rise without the FEP/WSF (there will be organics going through).”
9. “What about hazardous waste being removed at FEP?”
10. “Without FEP how will we ensure hazardous materials are not put into our landfill?”

## COMMUNITY PROTECTION

1. “Your memory is foggy!! No way would the landfill have been accepted in the Timberlea area without an end. You are traitors. Shame on you.”
2. “The fact that this process is even taking place is a total breach of trust. The only community that has an interest in this (or at least an overwhelmingly more significant interest) is the one near Otter Lake. No one will ever trust HRM again for a project they view as a nuisance.”
3. “This is a waste of money & time. You will not get new innovative ideas of ways to improve the system unless you stop trying to reneg on community commitment.”
4. “Our environment is priceless, money is not enough. Respect the people and commitments. Trust.”
5. “The process for consultation is questionable. Someone filling the summary sheet based on HRM speakers- not enough from people from community.”
6. “Now HRM is trying to undermine the agreement with the community by a false “consultation” process. No trust for HRM.”
7. “Only 3 table discussions were brought forth- don’t want to hear community input.”
8. “Keep commitment to community & environment. If it’s not broke, don’t fix it.”
9. “Keep promise to community.”
10. “Do NOT break the agreement with the host communities.”
11. “You had asked the community how they felt about a landfill, we agree to host based on trust. We expect it to stay that way.”
12. “Honour the commitment you made to the community.”
13. “That the decision to even revisit the HRM proposal is not valid & breaks community trust.”
14. “You will never get another community to agree to a landfill. Never. Best bet, leave HRM & become a town. “
15. “That the communities are not uneducated homeowners. Many are experts & are informed, dedicated & committed to ensure that we will not have a disaster on our lands which HRM will be baffled & not in any position to pay cost of environmental damage plus homes losing worth.”
16. “It is time to start looking at other sites. Please respect the CMC. You have a legal agreement with the community.”
17. “Have you considered the people who will lose their jobs if you close WSP-FEP? DON’T IGNORE THE COMMUNITY. They stated their terms in the 1990’s. We have not changed our minds about protecting our environment and our community. Leave Otter Lake alone!”
18. “They cannot break the contract, cannot close FEP/WSP and have people lose their jobs. Don’t chance ruining a community.”
19. “As a resident of Prospect Bay since 1975 and protested against Otter Lake, I only accepted it with the contract that was presented to the people to protect the environment & thus the community.”
20. “SMELL- I live in middle Sackville. At times the smell of an open dump was sickening. RODENTS- It was in the Sackville dump. There were rats everywhere.”
21. “People’s homes, local businesses, our livelihood will all suffer from this. Why should we suffer for, first of all, allowing the facility to come into our community in the first place, and trusting that the contract would be fulfilled, but now a potential break in that contract has/will betray the trust we had in this operation. And it will have a direct effect on us, the people who allowed this to happen in the first place, 13 years ago. Why should we be forced to suffer the consequences?”
22. “You have ignored the community except for this controlled consultation.”
23. “Please listen to the people from the communities close to the Otter Lake site!!”
24. “The contract with the community needs to be kept.”
25. “I am most concerned that commitments made to the area residents for hosting a landfill be respected.”
26. “Very much concerned about our communities & our province.”

27. “Consider the community & their wishes. Consider all info available (i.e. Dillon, Stantec etc.) Honour commitments & contracts already made. Protect our environments and do not reduce specs.”
28. “It is not ethical to change a contract that was made. Our property values and quality of life will plummet.”
29. “Job losses due to closure both directly and sub-directly.”
30. “What is the reclamation plan for site after closure?”
31. “HRM should maintain the FEP-WSF which was a condition of the host community accepting the landfill.”
32. “Why if something works so well (FEP & WSF) would you want to change it, when other systems need to be improved (source separation in apartments & business) Work with the operator & community as a team, not against as opposition.”

*Questions:*

1. “What is going to happen to the staff? What compensation will we have to pay to Mirror?”
2. “Why back to back in affected community but spread out in other communities for consultation?”

## TRANSPARENCY AND INTEGRITY

1. “We learn the most by listening to people talk- by not letting us go longer this evening & have more people speak indicates we are not going to be heard. I/we don’t want the landfill extended past 2023. Trust. Truth. Integrity. Keeping your word.”
2. “They are wasting our taxpayers money. Many councilors have not visited Otter Lake- yet they vote on a topic they do not have first hand experience on. Keep the promise. HRM staff need to improve their education program & better explain their goals honestly.”
3. “Study the fact & know the science behind the Otter Lake facility. Show where the MONEY is going i.e. - community meetings/ reports.”
4. “The process for consultation is questionable. Someone filling the summary sheet based on HRM speakers- not enough from people from community.”
5. “You had asked the community how they felt about a landfill, we agree to host based on trust. We expect it to stay that way.”
6. “HRM image is suffering due to dishonesty & lack of transparency.”
7. “The people need to be certain that contracts & promises made will be kept. No! No! No!”
8. “The agreement that protects the districts surrounding Otter Lake if broken by HRM staff will be a betrayal of our trust we have in HRM administrators. When HRM are searching for a new location for the next landfill, no one will want to sign an agreement with HRM only to be broken.”
9. “TRUST.”
10. “NO NO NO NO NO NO NO NO NO NO What don’t you understand, what a bunch of crooks.”
11. “Where is the useless mayor? The 3 HRM staff sitting on the stage should be ashamed- fire the bozos. The consultation process will not stand in court. Your day of reckoning is coming. The consultants ignore the people, rude, biased, fire them! The consultants organizing this discussion process are not worth the $200K! Sticky notes & dots- seriously! On this day & age there are far more fair, equitable and effective ways to do this ridiculous process.”
12. “How can council be trusted on any contract if they are going to break a legal contract here?”
13. “How could any individual in charge of our tax funds make a decision to spend almost 1 million dollars without being sure if the province would amend the law or source separation?

14. “Why didn’t anyone at least attend a site tour, even put on a pair of coveralls, talk to people who work there prior to commissioning such an expensive and rather weak assessment ( to say the least) of the facility?”
15. “You have killed your credibility by moving in a direction that breaks a contract.”
16. “There needs to be a choice, I know that no community wants a landfill in their area, but we need to have one somewhere.”
17. “This was a waste of my time, I feel the decision was already made.”
18. “This is not an open process. This is not a fair process. This is not a well publicized or accessible. You idiots have already decided the outcome.”
19. “How does HRM staff have the ability to spend $600K without council knowing? Who runs this city? HRM staff needs a cap on how much they can spend. Council was elected to look after my tax dollars.”
20. “Integrity, keeping a promise. Close landfill on time as agree.”
21. “Why? No one wants this. There are more pressing issues that should be considered. The mayor & council need to listen to the people. It has been a waste of our money. Do not base comments on a lot of people who don’t care because it is not in their backyard. The trust is gone.”
22. “I appreciate the efforts made by the HRM staff in carrying out these consultations but I feel that using stickies and dots diminish my concerns- is this kindergarten?”
23. “You are wasting our time & money because the decision was already made when you made the large hole needed to do this in the city plan that was made the other year. None of you can be trusted.”
24. “Breaking a contract with residents is illegal and immoral.”
25. “That I filled out the post it notes and they weren’t pasted on the white board. Another example of democracy???”
26. “Why was consultation started if the province says no, why are we still discussing the changes?”
27. “Stop the entire process, listen to the people.”
28. “You’ve broken trust with this community. We feel betrayed. This process of public consultation should have started with a guarantee that the contract will be honored for the duration. Now is the time to start planning for when the contract expires. That’s what good faith looks like. Council- you still have time to save face: Admit this was handled poorly. Honour the contract- restore good faith. Use a public planning approach to long term waste planning that is open, enviro-centric and respectful of our citizens. “
29. “The unauthorized extension of Otter Lake with blatant disregard for legal contracts while undermining the due process and power of the monitoring committee by changing the “deal”/agreements that were to be binding. We shouldn’t have to be here!! After the 2 meetings here where the people are stakeholders/residents in the area, you are going to “consult” with other districts in HRM, “spin” the data, they will be relieved they wont have to deal with the problem if Otter Lake is extended (NIMBY) and you will distort and get your majority of HRM to agree with your ultimate DONE DEAL. SHAME on you!!”
30. “Waste of HRM taxpayers money doing these consultations.”
31. “I believe HRM council is not getting full information from Council’s advisors, staff & consultants. Stantec spent 1.5 hours at Otter Lake & wrote a 180 page landfill report on the visit.”
32. “Cost of reverse cleaning up & permanent damage.”
33. “Height off the cells. Why we are being lied to for 10 million dollars. The Stantec report is wrong.”
34. “What will it cost to clean if it is stopped?”
35. “Can we stop this stupid consultation? How much do the consultants make with this flawed process? Shows how stupid the city staff are.”
36. “If this contract is breached and our community is not protected, it would be hard to continue to have faith in/support HRM counsel in the future.”
37. “Property values.”
38. “It is probably easier to show respect for the people, contracts and procedures than to carry on campaigns aimed to mislead or based on the assumption people are complacent/stupid. In this age, information gets around.

Develop trust and maybe people will trust government officials and opinions. You will feel better, you won't come across as shady bureaucrats and people will be inclined to work with you."

39. "Stantac-Stantac-Stantec… although it was mentioned that there was actually 5 reports on the landfill operation only 1 (Stantac) was mentioned continuously during (lady's) presentation.
40. "A deal is a deal. Honour the contract. Honour the spirit of the contract,"
41. "Put provincial regulatory documents on the website. After 4 engagements they still are missing."
42. "You will have more citizen apathy if you break a promise."
43. "Please treat the public who speak with respect. It is not very professional. I learned you are not listeners!"
44. "It is not ethical to change a contract that was made. Our property values and quality of life will plummet."
45. "Honesty and keeping promises. We teach our children to keep their promises. As adults and politicians we need to model honesty by honoring our promises. It is amazing to me that $600,000 of taxpayer money has been spent studying this subject. If there is a contract, and there is, why are you considering/wasting money trying to break the contract?"
46. "It is morally, ethically, and legally wrong to unilaterally change the terms of a contract."
47. "Keep your word. Turn this around to be a positive process. Shame on HRM. How much have be spent on this process? Continue to spend? If you wanted ideas on diversion, happy to give for free if asked!"
48. "Incompleteness of report, in regards to organic waste engineered report, need more social science and biology input (psychology of participation/education)."
49. "When a new landfill site is needed it is imperative to keep commitments to the community OR it will be impossible to find a new site in the future."
50. "Why aren't all reports getting equal billing. Moral imperative- contract is sacred!"

*Questions:*

1. "Why isn't there another meeting in Otter Lake are when all public consultations are finished? More education is needed. "
2. "How much were consultants paid?"
3. "Who will be the scapegoat if this project fails to go ahead? What would be the cost of importing clay if it came from Shubie?"
4. "Beyond Stantec, how much as the PR consultants now costing?"
5. "2023 is the contract end date. Is this about extending the life of Otter Lake?"
6. "Why hasn't HRM senior staff explained to the residents of Otter Lake area why they recommend the changes contained in the Santec Report?"
7. "If the landfill leaches out and pollutes well water does the city have to supply water lines to these households?"
8. "HRM does not have the authority to stop FEP & WSF. Authority to close FEP is provincial. How is HRM getting around that? "
9. "If we're assuming Otter Lake completes its cycle in 2023 as expected, is HRM currently looking for a new site or is the evolution of Otter Lake planned to eliminate the need to go through this process with another community?"
10. "Why hasn't staff started looking for a post 2023 landfill site?"
11. "Has the Stantec Report done an accurate analysis?"
12. "Why has HRM not addressed flaws identified in the Stantec report before proceeding to public consultations?"
13. "Will an EAP be done?"

## LEAVE OTTER LAKE ALONE

1. “If it ain’t broke don’t fix it.”
2. “Leave Otter Lake alone.”
3. “I support Leave Otter Lake Alone.”
4. “Stop bullying. Follow contract. Listen to the people. Leave Otter Lake alone.”
5. “Maintain Otter Lake as is. Close site at end of the contract in July 2022.”
6. “We want HRM to keep their promises to our community and leave the Otter Lake site alone! Be fair and leave it alone.”
7. “Keep the landfill as it is. At the end of its life cycle, close the landfill & start a new one somewhere else.”
8. “I would like to see no changes. Contracts should not be broken because of money.”
9. “Leave Otter Lake alone.”
10. “Keep Otter Lake open. It is time to move forward not backward.”
11. “I am against changes to Otter Lake.”
12. “Leave us alone. Do the right thing.”
13. “Do not change the setup of Otter Lake.”
14. “Why change something that is working not like Sackville landfill.”
15. “Leave things alone.”
16. “Leave Otter Lake and the landfill alone. HRM needs to learn to be honest.”

## CLEAR BAGS

1. “Bag limits, cost per bag after 1st bag weekly, clear bags, fines for non-compliance for ICI & residential, enforcement. Need a real Zero Waste Solutions Citizens Task Force- a permanent, funded, official body with full HRM & provincial cooperation.”
2. “Clear bags for recycling, deny mistakes.”
3. “Embrace clear bag for garbage and increase enforcement to weed out all of those that are not separating at source. “
4. “Use clear bag approach.”
5. “Should we be looking at clear bags to help front end sorting.”
6. “Are steps being taken to implement clear bags?”
7. “Please HRM- bring in the clear bag policy to force residents who aren’t separating to get on board.”
8. “Bring in stricter rules around source separation like: clear bags, reduce the # of bags collected, recycle more products like Styrofoam, stricter rules for commercial institutions (ICI).”

## NEW LANDFILL

1. “Use this time to find a new site for landfill due to open 2023”
2. “Close Otter Lake facility no later than 2024.”
3. “Locate new landfill site & rebirth the CSC.”
4. “It is time to evolve in 2023 Take everything that is good that we have now & add to it but at another site where it is planned- 10 years.”
5. “Close Otter Lake.”
6. “Begin to look for new site. It will take 10 years to site new location.”

7. “It is time to start looking at other sites. Please respect the CMC. You have a legal agreement with the community.”
8. “It makes me realize that landfill in Otter Lake must be closed.”
9. “We do not want the landfill!!”
10. “Honour the agreement and start working on the next site. For the future, let us move on.”
11. “The Otter Lake facility should close in 2023. So get on with finding new site.”
12. “Also, at the end of this contract, the Otter Lake site must close as promised to us.”
13. “I want HRM to start finding new landfill sites and to at the end of 25 years to close the Otter Lake site and turn it over to the community for recreational purposes.”
14. “And, why hasn’t staff started looking for a post 2023 landfill site?”
15. “Honor the 25 year contract and get on with siting a new landfill site.”
16. “Look for new site.”
17. “Find a new site and have it operating by the agreed closing date.”
18. “Spend our tax money in an area that needs it or planning on the next Otter Lake in 2023.”
19. “Let’s look for the next facility.”
20. “Contract= no changes. Honour contract. New site in 10 years.”
21. “Honor the agreement & find new site for the next landfill- you have 10 years.”
22. “To move forward first answer this: Will you honour the agreements & find new site? You cannot move forward without an answer.”

## FRONT END PROCESSING & WASTE STABILIZATION FACILITY

1. “Leave Otter Lake alone. Leave FSP & W (FEP-WSF) ”
2. “Keep FEP, WSF, Enhanced liner and CMC.”
3. “Why fix a process that is not broken? The FEP/WSF helps so do not remove it.”
4. “Keep the FEP & WSF. “
5. “Original construction liner only engineered for 25 years or less when cells get full. Need to protect surrounding lakes in case all of HRM need water in future. Only 60% of waste is diverted, need FEP & WSF to protect what goes into cells.”
6. “Please consider the long-term costs related to an unstable landfill. Odors, environments, leaks, long cycle of stabilization= decades. And, honour the contract with the community. The FEP/WAP are an important component of our accomplishments. Education about diversion, source separation and ways to improve the current process are the way to go forward. Removing protections are not the answer.”
7. “If it ain’t broke don’t fix it.”
8. “Let HRM respect their promise to the community. Keep the FEP + WSP in place.”
9. “Keep FEP & WSF.”
10. “Have you considered the people who will lose their jobs if you close WSP-FEP? DON’T IGNORE THE COMMUNITY. They stated their terms in the 1990’s. We have not changed our minds about protecting our environment and our community. Leave Otter Lake alone!”
11. “They cannot break the contract, cannot close FEP/WSP and have people lose their jobs. Don’t chance ruining a community.”
12. “Keep the same if it works.”
13. We have a facility that is top notch with dedicated employees. The fact that closure is an issue is ridiculous.”
14. “I want the FEP/WSF maintained, and, if possible, expanded.”
15. “Maintain the integrity of the system. Develop strategies to up recycling/composting/sorting at source especially in apartment buildings & commercial businesses. Honor the agreement!”

16. “Do not close the FEP & WSF.”
17. “HRM does not have the authority to stop FEP & WSF. Authority to close FEP is provincial. How is HRM getting around that? ”
18. “The WSF and FEF must remain. It is in the agreement.”
19. “The science supports that the FEP $ WSF do work as detailed in the initial build spec.”
20. “Do not close the FEP or the WSF!!”
21. “Keep the WSF & FEP open.”
22. “We don’t want to changes to the current facility. “
23. “Keep the process that the community was promised and created.”
24. “HRM should maintain the FEP-WSF which was a condition of the host community accepting the landfill.”
25. “Why if something works so well (FEP & WSF) would you want to change it, when other systems need to be improved (source separation in apartments & business)”
26. “Keep the process that the community was promised and created.”
27. “A contract exists between the citizens and HRM. It must not be broken. Citizens are proud to be the guardians of a leading North American waste management system.”
28. “Do not interfere with this current contract!!”
29. “HRM must honor the agreements and contracts that were made at the time of the community voluntarily agreed to host the landfill.”
30. “The contract with the community says FEP & WSF are to be part of Otter Lake; since when is a contract not a binding document? The province says it won’t allow changes. Why is this even being discussed?”
31. “Has the Stantec Report done an accurate analysis? Does the amount going through the FEP/WSF even if not 100% matter? How can all residents trust contrasts= commitments if this is not honored? Are steps being taken to implement clear bags? Will an EAP be done? ICI waste is flagged at the FEP (this is a huge bulk of waste that goes through the FEP) how will this be addressed? Should energy $$$ go towards siting a new landfill? Energy on education & improving waste diversion & reduction strategies. Will rodents, vermin rise without the FEP/WSF (there will be organics going through). What about hazardous waste being removed at FEP?”
32. “I do not support any of the recommendations put forward from the Stantec report. No extension past the 25 year term. The science supports that the FEP $ WSF do work as detailed in the initial build spec. Stop this public engagement process and restart the CSC process as occurred pre-1995.”

## IMPROVE OPERATIONS

1. “This is a waste of money & time. You will not get new innovative ideas of ways to improve the system unless you stop trying to reneg on community commitment.”
2. “It is time to evolve in 2023 Take everything that is good that we have now & add to it but at another site where it is planned- 10 yrs.”
3. “Changes to the next landfill.”
4. “Don’t regress.”
5. “Why back to back in affected community but spread out in other communities for consultation? Why has HRM not addressed flaws identified in the Stantec report before proceeding to public consultations? Where are recommendations to improve effectiveness? Without FEP how will we ensure hazardous materials are not put into our landfill?
6. “It’s time to start planning future waste management and learn how to continue to improve. “
7. “Consider the data that is supplied by Mirror daily of what goes in the landfill & ask the people who run it how the landfill is working. Stantec does not have all or correct info. Consider the community stakeholders.”

8. “Reconvene the CSC process, participants of the CSC- to examine if the present system fulfills their integrated resource management strategy. And to propose and champion ways to fulfill any remaining parts- and to save money, build community equity & happiness and to benefit the environment.”
9. “That an elected council would make a decision to change a system that is not broken!”
10. “This process has been flawed since staff took it upon themselves. Open your eyes and stop this nonsense!”
11. “Improve composting & recycling programs & hazardous waste collection i.e. include CFL bulbs.”
12. “The downstream costs of removing FEP/WSF in 1) environmental cleanup of Nine Mile River and community downstream, 2) loss of tax revenue due to loss of property values, 3) loss of tourism (e.g. The Bluff Wilderness Hiking Trail lies within sight of the landfill and will be ruined by the cell tower that is proposed), 4) legal costs, no matter which side wins, paid by all who are paying now for FEP/WSF, the public.”
13. “Better separation.”
14. “Term organics- 8K tons of paper- why not recycled, why include it in term organics- when you just asked for it not to be included. “
15. “Make improvements with city input & agreements only.”
16. “Rather than just looking @ saving $$ by putting “more” in the landfill, explore saving money by putting “less” in landfill. E.g. Support cloth diapers. 5% of your landfill is disposable @ a cost of savings of $500 per child that uses cloth.”
17. “Monitor commercial waste.”
18. “Can FEP & WSF become more efficient in order to decrease costs?”
19. “HRM has changed their story through this process. First the Otter Lake site didn’t do what it was supposed to, then it did. The WSF didn’t work but now it does! The liner was supposed to be reduced, now it isn’t. HRM doesn’t understand their own system.”
20. “Why if something works so well (FEP & WSF) would you want to change it, when other systems need to be improved (source separation in apartments & business) Work with the operator & community as a team, not against as opposition.”
21. “Keep it as is. Improve source separation.”
22. “I would like to see 3 coloured bins for collection. This would simplify and take many garbage bags out of the system.”

*Questions:*

1. “What will be the negative effects if HRM proceeds with the intended plans of change to the present system?”
2. “What is the alternative to the system we now have?”
3. “What is HRM doing to reduce waste?”
4. “Are you working with manufacturers to get them to make items that will not end up in the landfill or the curb?”
5. “I also understand HRM is considering outside curing pads to allow compost to rot into compost, my question is wouldn’t this cause odors & draw seagulls & rats?”
6. “What is the plan after 25 year life of landfill; next location/ new technology etc.”
7. “Can FEP & WSF become more efficient in order to decrease costs?
8. “What is the reclamation plan for site after closure?”
9. “ICI waste is flagged at the FEP (this is a huge bulk of waste that goes through the FEP) how will this be addressed?”
10. “Will rodents, vermin rise without the FEP/WSF (there will be organics going through).”
11. “What about hazardous waste being removed at FEP?”
12. “Where are recommendations to improve effectiveness?”

## LOOK AT BEST PRACTICES

1. "Complete the mandate of no-organics to the landfill by a little more processing of the composted/stabilized facility to make a Class 2 compost and use that material for final top cover (&similar uses). The Paul Arnold, PhD report correctly identifies that as possible to produce the class 2 compost and thus have a usable product- so this will save money, create equity and benefit the environment. This could virtually eliminate methane production. Invite Paul Connett, PhD, to keynote a conference starting a Zero waste Solutions Citizens Task Force."
2. "It is most advisable to go on in perfecting ways to dispose of community waste while causing the least environmental impact. Priority is to protect the Nine Mile River system."

## TRUST IN OUR GOVERNMENT

1. "Council should keep their Word! Council should consider the job loss! Council should be shamed!"
2. "Trust. Truth. Integrity. Keeping your word."
3. "The fact that this process is even taking place is a total breach of trust. The only community that has an interest in this (or at least an overwhelmingly more significant interest) is the one near Otter Lake. No one will ever trust HRM again for a project they view as a nuisance."
4. "Our environment is priceless, money is not enough. Respect the people and commitments. Trust."
5. "The money required to operate Otter Lake comes from the public through HRM. The public is willing to pay the price and HRM has no mandate to effect changes detailed in the Stantec report."
6. "Citizens of HRM are not happy with members of council who would consider breaking promises to a community."
7. "They are wasting our taxpayers money. Many councilors have not visited Otter Lake- yet they vote on a topic they do not have first hand experience on. Keep the promise. HRM staff needs to improve their education program & better explain their goals honestly."
8. "Now HRM is trying to undermine the agreement with the community by a false "consultation" process. No trust for HRM. Fire the arrogant fat staffers who have no respect for the people. They were laughing at the participants- makes me sick that HRM mayor and councilors allows this."
9. "Honouring the existing contract. Maximizing environmental protection. Repetitive, misleading, irresponsible on HRM. "
10. "Let HRM respect their promise to the community. Keep the FEP + WSP in place."
11. "That the decision to even revisit the HRM proposal is not valid & breaks community trust."
12. "I can't believe that my city leaders would even consider going back on its word- an agreement with the community. How can you expect anyone to trust you again? It's a total betrayal."
13. "The agreement that protects the districts surrounding Otter Lake if broken by HRM staff will be a betrayal of our trust we have in HRM administrators. When HRM are searching for a new location for the next landfill, no one will want to sign an agreement with HRM only to be broken."
14. "You did not need to hire Stantec when you have the CMC. HRM should have included CMC at the outset not after receiving the Stantec report."
15. "I am embarrassed as a citizen that council would ever even consider going back on their PROMISE TO ITS CITIZENS. Please do the right thing and keep this facility open. It's the right choice for the following reasons: Proving council's integrity…proving that WE ARE LEADERS and that WE ARE STRONG for the rest of our province/country/world. This is an OPPORTUNITY to demonstrate/ lead by examples. Jobs! Think of the people who rely on this facility to feed their families."
16. "Where is the useless mayor? The 3 HRM staff sitting on the stage should be ashamed- fire the bozos."
17. "How will people be able to trust their government?

18. “How can council be trusted on any contract if they are going to break a legal contract here? No questions answered by HRM.”
19. “Fire the consultants. No means no.”
20. “No trust in city management.”
21. “We have an agreement with HRM, do not try to break it!”
22. “They’ve said a lot without saying anything. I highly expect the lawyers to filter all answers before they reach the website. It helped show that as usual the decision as already been made.”
23. “If our safeguards are taken away, who pays when it doesn’t work? If HRM breaks the contract how can they be trusted in the future?”
24. “Honor your contracts and agreements. Show some leadership for once.”
25. “Why hasn’t HRM senior staff explained to the residents of Otter Lake area why they recommend the changes contained in the Santec Report?”
26. “Now is the time to start planning for when the contract expires. That’s what good faith looks like. Council- you still have time to save face: Admit this was handled poorly. Honour the contract- restore good faith. Use a public planning approach to long term waste planning that is open, enviro-centric and respectful of our citizens. “
27. “Concerned about the will of the HRM council to have a top notch landfill process & waste stabilization facility.”
28. “That changing the agreement will cause citizens to forever distrust any future agreements between citizens & city council.”
29. “If this contract is breached and our community is not protected, it would be hard to continue to have faith in/support HRM counsel in the future.”
30. Develop trust and maybe people will trust government officials and opinions. You will feel better, you won’t come across as shady bureaucrats and people will be inclined to work with you.”
31. “Keep your word! We have a contract! You are elected! We can change that.”
32. “Why bother to sign a contract? HRM can’t be trusted!!!”
33. “If the levels of government will not support this why are HRM continuing with this cause.”
34. “I am disappointed with the mayor and council for considering change.”
35. “If you break one contract, how can we trust that you can be trusted to make any other contracts. They won’t be worth the paper it is written on.”

*Questions:*

1. “HRM does not have the authority to stop FEP & WSF. Authority to close FEP is provincial. How is HRM getting around that? ”
2. “Why hasn’t HRM senior staff explained to the residents of Otter Lake area why they recommend the changes contained in the Santec Report?”
3. “If we’re assuming Otter Lake completes its cycle in 2023 as expected, is HRM currently looking for a new site or is the evolution of Otter Lake planned to eliminate the need to go through this process with another community?”
4. “Why hasn’t staff started looking for a post 2023 landfill site?”
5. “Why has HRM not addressed flaws identified in the Stantec report before proceeding to public consultations?”

## WORLD CLASS SYSTEM

1. “Our pride around our extensive recycling capabilities undermines awareness & engagement around reduction- people should be educated that recycling also uses resources/energy.”
2. “Why turn back time and reverse all the good we have done by having this facility? We have been recognized for it across the country/world and show them how to do the same, why stop now. “
3. “When you have a facility leading the way, why go backward?”
4. “We have a facility that is top notch with dedicated employees. The fact that closure is an issue is ridiculous.”
5. “Our landfill is world class, leave it alone.”
6. “Maintain world class waste management program.”
7. “Keep present system- let’s not go back to the Dark Ages. I’m willing to pay more for this system.”
8. “Citizens are proud to be the guardians of a leading North American waste management system.”
9. “We are proud of the strides that have been made in the recycling. Why take a step backwards. If it isn’t broken why fix it with backwards changes.”

## PLAN FOR LONG-TERM

1. “Original construction liner only engineered for 25 years or less when cells get full. Need to protect surrounding lakes in case all of HRM need water in future. Only 60% of waste is diverted, need FEP & WSF to protect what goes into cells.”
2. “It is time to evolve in 2023. Take everything that is good that we have now & add to it but at another site where it is planned- 10 yrs.”
3. “The future needs to be considered, preventative measures need to be in place now to prepare for environmental disasters if they occur. No matter how much preparation is done prior to construction & maintenance, nothing is perfect! There needs to be a choice, I know that no community wants a landfill in their area, but we need to have one somewhere. “
4. “Please consider the past commitments and look to future success through increased diversion and source separation.”
5. “Please do the right thing and keep this facility open. It’s the right choice for the following reasons: Proving councils integrity, Environmental associated long-term benefits, proving that WE ARE LEADERS and that WE ARE STRONG for the rest of our province/country/world.”
6. “Use a public planning approach to long term waste planning that is open, enviro-centric and respectful of our citizens.”

## BAN PLASTIC BAGS

1. “Give up all plastic bags & use paper bags. The paper will demonstrate if organics are hidden!

*Questions:*

1. “Are steps being taken to implement clear bags?”

## APPENDIX D: ONLINE COMMENTS AND QUESTIONS

### HONOUR THE AGREEMENT

*Comments:*

1. "I appreciate that we have a world class facility that came out of true citizen engagement. We should be proud of our level of diversion, but we need to continue making investments and improvements to increase diversion and protection for the environment. Until recently I was proud that my community worked VERY hard to come to an agreement with HRM that ensured the above. The Stantec report is being touted as gospel by HRM staff and they are giving the signed agreement with citizens no weight at all. I now feel betrayed by HRM."
2. "That agreements between HRM and the host communities are honoured. If we want to come up with some new innovations in waste diversion and management you need to take the recommendations from the Stantec report in regards to Otter Lake, the removal of FEP & WSP, increasing cell height, removing the leachate detector liners, extending the life and activity at Otter Lake off the table. No one seems to be able to get past the betrayal that community feels to have no negotiables become negotiable."
3. "Honor the contracts and agreements already in place. Focus more on education. You cannot get rid of the gatekeeper when the majority of people do not source separate properly."
4. "We need to ensure the same high standards that were set out in the initial Otter Lake agreement are in here as well. There should not even be talk of lowering our standards."
5. "Honoring the commitments made to surrounding communities for the operation of Otter Lake."
6. "Honouring commitment is obviously HUGE. If HRM renege on commitments to communities surrounding the Otter Lake facility how could any other community expect to trust our Municipal government in the future."
7. "The commitments made by previous council must be continued and honored otherwise it is inevitable that money will be spent on legal challenges, and the HRM reputation sullied if contract is altered unilaterally. It is morally offensive to contemplate altering the agreement."
8. "It's very sad really. HRM seems to also be developing a reputation for not honouring existing contacts and policies that it has…What affects one area of HRM affects us all. It may not be in my backyard this time but it could be next time. Isn't the government for and of the people? It's starting to feel like it's us against them and that's not good for anyone."
9. "After two Town Hall and four Public Engagement meetings, it MUST be recognized that at every event the following held true: Honouring the Agreements between the Public and the Landfill Operator as well as retiring the Otter Lake solid waste management facility after its 25 year Operational Term (Dec 31, 2023 or Jan 1, 2024) was the priority message which the Public desired to articulate to HRM and the National presentation staff. In fact I doubt if any would disagree that if the Public had been asked directly what was the main reason for them attending, the message would have been even clearer…I am once again recommending that HRM Regional Council take exceptional action, but this time, I recommend that you direct HRM Staff to recognize that honouring the Agreements and retiring the Otter Lake facility is the pivotal concept that is essential in order to move ahead. Please direct HRM Staff to take those options off the table and focus on the next solution."
10. "Environmental responsibility should be first and foremost. Maintaining the commitments made for the operation of Otter Lake. My take away from the public CMC meeting I attended was that it takes about 10 years to properly site a new landfill and Otter Lake is meant to close in 2023, so I think the focus should be on siting a new landfill and making improvements to processing, operation and design of it."

## SOURCE SEPARATION

*Comments:*

1. "Source separation and enforcement. Education, education, education…..at all levels – ICI (Industrial, Commercial and Institutional, including all school - let's discuss waste with the kids regularly) and households. Why are some residents not separating?"

2. "Continue your present ad campaign to encourage correct sorting in residences. Get apartment buildings to participate fully!"
3. "Honor the contracts and agreements already in place. Focus more on education. You cannot get rid of the gatekeeper when the majority of people do not source separate properly."
4. "Continue public education to reuse, recycle and reduce waste - challenge the public to reduce their footprint. "
5. "In fact the only secondary options that almost every attendee could substantially agree on was that more "at source separation" educational initiatives are required for the public & ICI sectors, and finding a real solution to the obstacles that thwart achieving acceptable "at source separation" levels in the ICI sector should be a high priority."
6. "HRM WM should concentrate on educating the public on 'source separation'. By developing a new program to handle waste separation at apartments, condos and other multi purpose buildings, commercial outlets including restaurants, we could reduce what goes to Otter Lake meaning less to sort and reducing the dependency on the FEP and WSF at Otter Lake."
7. "I feel that HRM should keep focus on enhancing source separation and education. Improving the efficiencies without taking away any of the environmental protections in place. None of the protections at Otter Lake to include but not limited to : FEP, WSF, Cell Liners, Cell Height, geographical footprint, operation permits, environmental permits, contracts and agreements with all stake holders (especially those to the immediate communities) must remain in place as is. We should be refocusing our strategic plan for the future of waste management to adding to these components and taking nothing away. Increased source separation so less goes to the facility and diverted elsewhere is the way of the future. Until such time as we embrace new technology and practices eliminate the need to ever bury another piece of trash.
8. "We should be refocusing our strategic plan for the future of waste management to adding to these components and taking nothing away. Increased source separation so less goes to the facility and diverted elsewhere is the way of the future. Until such time as we embrace new technology and practices eliminate the need to ever bury another piece of trash."
9. "I appreciate that we have a world class facility that came out of true citizen engagement. We should be proud of our level of diversion, but we need to continue making investments and improvements to increase diversion and protection for the environment."
10. "I really appreciate the weekly green bin collection in the summer but it ends too soon in September when the days are still warm and the green carts have a foul odor. Similarly, leaf collection starts too late and storm drains and gutters get clogged and cause flooding on rainy days."
11. "It's important to continually educate all newcomers to the city on how the waste system works, promote compliance and discourage littering. New renters and students seem misinformed on arrival. We need to promote waste reduction to help make the whole system more sustainable. There is an opportunity to promote frequent messages that link the importance of having a good waste system so that all residents take pride and responsibility for living in a clean city."

12. "If there are improvements that can be implemented at the Otter Lake facility that are cost effective for the remaining 10 or so years, and do not remove or change the essential components of the existing Agreements, then

you can be sure that the Public will be interested in exploring those options. Focus on geographically locating the next landfill site, and planning how this new facility will be operated. HRM Staff have a number of other interesting solid waste management initiatives that do not directly affect operations and infrastructure at the Otter Lake landfill facility, and they should all be duly considered; but the existing public engagement process has been woefully ineffective thus far in actually focusing on these options. In fact the only secondary options that almost every attendee could substantially agree on was that more "at source separation" educational initiatives are required for the public & ICI sectors, and finding a real solution to the obstacles that thwart achieving acceptable "at source separation" levels in the ICI sector should be a high priority."

13. "HRM WM should concentrate on educating the public on 'source separation'. By developing a new program to handle waste separation at apartments, condos and other multi-purpose buildings, commercial outlets including restaurants, we could reduce what goes to Otter Lake meaning less to sort and reducing the dependency on the FEP and WSF at Otter Lake."
14. "Throughout our city we have different coloured bins into which we throw our waste. HRM should develop a standard number of boxes, say 4, with the same colour scheme. If you have a recyclable item then it is thrown into the green box. Non-recyclable items goes into the black box. How do you know what to throw into each box? It's simple. Have manufacturers apply a black dot on the bottom of the coffee cup, for instance, so we know it would go into the BLACK box. If the item is recyclable then apply a green dot to this item so it can properly be put into the Green box. People, customers don't know which box to throw their item into so they toss it into any box. Take the guess work out and make it simple, then we will improve source separation."

## ENVIRONMENTAL PROTECTION

*Comments:*

1. "I appreciate that we have a world class facility that came out of true citizen engagement. We should be proud of our level of diversion, but we need to continue making investments and improvements to increase diversion and protection for the environment."
2. "I appreciate most that we continue to front end process our waste and stabilize organics for 21 days prior to disposal in landfill. I appreciate that we already have the perfect system which is working diligently to see that all environmental safeguards that were negotiated and contracted back in 1998 are continually met."
3. "Our world class system was born and developed with the environment and communities in mind. Community consultation must continue and be given priority."
4. "Environmental and Community Protection. As one example, hazardous waste is a concern, particularly under the Stantec recommendations to remove the FEP, reduce the cell liners and increase height."
5. "The NUMBER 1 priority is environmental safeguards and to not even consider back peddling there. Number 2 removal of Hazardous materials and Waste stabilization prior to landfill disposal to control vectors. Number 3 Contractual obligations to the surrounding communities."
6. "Next to protection of the environment (which I feel should be paramount), innovative ideas and concepts that are proven elsewhere need to be explored. "
7. "Environmental responsibility."
8. "Environmental responsibility should be first and foremost. Maintaining the commitments made for the operation of Otter Lake. My take away from the public CMC meeting I attended was that it takes about 10 years to properly site a new landfill and Otter Lake is meant to close in 2023, so I think the focus should be on siting a new landfill and making improvements to processing, operation and design of it."

## COMMUNITY PROTECTION

*Comments:*

1. "I appreciate that we already have the perfect system which is working diligently to see that all environmental safeguards that were negotiated and contracted back in 1998 are continually met. If anyone has any legitimate questions that they want honest answers too about how the facility operates and what is accomplished, I have been employed there for 8 years and have seen the evolution and changes to the waste stream and can provide you with straight non-technical answers."
2. "Our world class system was born and developed with the environment and communities in mind. Community consultation must continue and be given priority."
3. "That agreements between HRM and the host communities are honoured. If we want to come up with some new innovations in waste diversion and management you need to take the recommendations from the Stantec report in regards to Otter Lake, the removal of FEP & WSP, increasing cell height, removing the leachate detector liners, extending the life and activity at Otter Lake off the table. No one seems to be able to get past the betrayal that community feels to have no negotiables become negotiable."
4. "Commitment to communities and trust in the community engagement process. The community accepted Otter Lake, without an Environmental Impact Assessment, based on certain safeguards and commitments. I believe these commitments should be honored. And when a future site is determined commitments to that host community need to be honored and respected as well. Listen to residents in the public engagement process. This has not been done or this engagement process would look very different. There has to be trust in our elected officials and staff. Even in meetings outside the host community, residents are saying there has to be integrity and commitments/agreements need to be honored. Time will tell if staff and Council is listening. "
5. "The NUMBER 1 priority is environmental safeguards and to not even consider back peddling there. Number 2, removal of Hazardous materials and Waste stabilization prior to landfill disposal to control vectors. Number 3 Contractual obligations to the surrounding communities."
6. "It's very sad really. HRM seems to also be developing a reputation for not honouring existing contracts and policies that it has. I just attended my local HRM waste management meeting tonight in Porters Lake. There were approx. 6 residents from the Porters Lake Area and the rest were from the Timberlea area. The Timberlea area residents were basically told to sit down and shut up by one of the HRM staff. I was a bit shocked by that. What I should have said was no, I as a resident of the local area want to hear what they have to say. What affects one area of HRM affects us all. It may not be in my backyard this time but it could be next time. Isn't the government for and of the people? It's starting to feel like it's us against them and that's not good for anyone."
7. "I would like to know why it is that after someone presents at these "Public Consultation" meetings that we as citizens are not permitted to ask these presenters questions? I am of the opinion if the person who is presenting is educated enough on the topic to present, they should be educated enough to answer our questions on their presentations. This "Public Consultation" process does not seem as though it is really consulting the community, it seems as though it is more of a dictation of incorrect facts from HRM."
8. "There has to be trust in our elected officials and staff. Even in meetings outside the host community, residents are saying there has to be integrity and commitments/agreements need to be honored. Time will tell if staff and Council is listening."

## TRANSPARENCY AND INTEGRITY

*Comments:*

1. “Commitment to communities and trust in the community engagement process. The community accepted Otter Lake, without an Environmental Impact Assessment, based on certain safeguards and commitments. I believe these commitments should be honored. And when a future site is determined commitments to that host community need to be honored and respected as well. Listen to residents in the public engagement process. This has not been done or this engagement process would look very different. There has to be trust in our elected officials and staff. Even in meetings outside the host community, residents are saying there has to be integrity and commitments/agreements need to be honored. Time will tell if staff and Council is listening.”
2. “It's very sad really. HRM seems to also be developing a reputation for not honouring existing contacts and policies that it has. I just attended my local HRM waste management meeting tonight in Porters Lake. There were approx. 6 residents from the Porters Lake Area and the rest were from the Timberlea area. The Timberlea area residents were basically told to sit down and shut up by one of the HRM staff. I was a bit shocked by that. What I should have said was no, I as a resident of the local area want to hear what they have to say. What affects one area of HRM affects us all. It may not be in my backyard this time but it could be next time. Isn't the government for and of the people. It's starting to feel like it's us against them and that's not good for anyone."
3. “Be bold, be proactive, be open and transparent. HRM Regional Council has allowed this public engagement evolution to proceed unchecked thus far; but Council can give HRM Staff essential guidance at this stage which could turn a public relations disaster into a potential policy making solution. If HRM and National Staff require some additional time to rework their public engagement process in order to achieve a solution that should be acceptable to the Public, then give them the option to delay the next round of events until they are ready. The goal should be to truly accomplish something.”
4. “I would like to know why it is that after someone presents at these "Public Consultation" meetings that we as citizens are not permitted to ask these presenters questions? I am of the opinion if the person who is presenting is educated enough on the topic to present, they should be educated enough to answer our questions on their presentations. This "Public Consultation" process does not seem as though it is really consulting the community, it seems as though it is more of a dictation of incorrect facts from HRM.”

*Questions:*

1. “I would like to know why it is that after someone presents at these "Public Consultation" meetings that we as citizens are not permitted to ask these presenters questions?”

## CLEAR BAGS

*Comments:*

1. “Do not ban plastic refuse bags in favour of large paper garden waste bags. With our rainy weather conditions the paper bags do not work. They tend to disintegrate leaving more waste that litters and drifts away. Either insist on clear plastic bags for garden waste or better still opt for large netting bags which I'm told do exist. Some of these even biodegrade! “

## NEW LANDFILL

*Comments:*

1. “Begin siting a new landfill (or solid waste management) site NOW. Take the required time to do it properly and apply your "evolutions" to its design and operation.”

2. “HRM should be using this time and money to look for the next landfill site in the municipality, and ways to improve the systems we have now, so that they will be even better in the new landfill campus site, wherever that may be. The agreement for Otter Lake to host the landfill will end in 2024, that gives HRM 10 years to site and build the new campus style facility in a new location. Good luck.”
3. “Focus on geographically locating the next landfill site, and planning how this new facility will be operated.”
4. “My take away from the public CMC meeting I attended was that it takes about 10 years to properly site a new landfill and Otter Lake is meant to close in 2023, so I think the focus should be on siting a new landfill and making improvements to processing, operation and design of it.”

## FRONT-END PROCESSING AND WASTE STABILIZATION FACILITY

*Comments:*

1. “I appreciate most that we continue to Front end process our waste and Stabilize organics for 21 days prior to disposal in landfill. I appreciate that we already have the perfect system which is working diligently to see that all environmental safeguards that were negotiated and contracted back in 1998 are continually met.”
2. “Don't get rid of the FEP and WSF UNTIL we improve source separation. Diverting items from Otter Lake is a must. Recycle, reuse. Tax manufacturers whose products are not recyclable but currently end up at our landfill costing more taxpayers dollars to pick up at curb and deliver to the landfill. Think of the savings if we had Zero Waste!”
3. “None of the protections at Otter Lake to include but not limited to : FEP, WSF, Cell Liners, Cell Height, geographical footprint, operation permits, environmental permits, contracts and agreements with all stake holders (especially those to the immediate communities) must remain in place as is.”

## IMPROVE OPERATIONS

*Comments:*

1. “Next to protection of the environment (which I feel should be paramount), innovative ideas and concepts that are proven elsewhere need to be explored. Sometimes, little things can make substantial differences at little or no cost. Other innovations can actually save money. For example, Ottawa uses a sliding calendar for garbage collection days that eliminates significant overtime and enables the collection workers to enjoy holidays off as well. The concept: if your "normal" collection day is Wednesday and a holiday falls on that day (or has occurred during the previous week), then your new collection day becomes Thursday. This continues throughout the year. Obviously, one has to keep track more closely; however, there were few, if any, complaints.”
2. “We need to ensure the same high standards that were set out in the initial Otter Lake agreement are in here as well. There should not even be talk of lowering our standards.
3. “Use, promote and develop the best world practices; demonstrate leadership in waste management. The facility must be a good neighbour, low odor, and offer educational tours. Cost effective and affordable for rate payers - including travel distances for trucks. Consider new innovative technology to generate energy on campus to run the

operation. Develop partnerships with universities & NSCC to incubate new innovative solutions for waste management problems. Continue public education to reuse, recycle and reduce waste - challenge the public to reduce their footprint."

4. "My take away from the public CMC meeting I attended was that it takes about 10 years to properly site a new landfill and Otter Lake is meant to close in 2023, so I think the focus should be on siting a new landfill and making improvements to processing, operation and design of it."

*Questions:*

1. "I am aware of the drop off depot.....how many of them are there within HRM? Are they scattered throughout the city? What are the hours?"
2. "In the reply, it was noted "As part of the system review process we are looking at ways to expand the availability of this service". What specifically is being proposed - how many new hazardous waste depots? Expanded hours? Has this been costed?"

## TRUST IN OUR GOVERNMENT

*Comments:*

1. "I appreciate that we have a world class facility that came out of true citizen engagement. We should be proud of our level of diversion, but we need to continue making investments and improvements to increase diversion and protection for the environment. Until recently I was proud that my community worked VERY hard to come to an agreement with HRM that ensured the above. The Stantec report is being touted as gospel by HRM staff and they are giving the signed agreement with citizens no weight at all. I now feel betrayed by HRM."
2. "That agreements between HRM and the host communities are honoured. If we want to come up with some new innovations in waste diversion and management you need to take the recommendations from the Stantec report in regards to Otter Lake, the removal of FEP & WSP, increasing cell height, removing the leachate detector liners, extending the life and activity at Otter Lake off the table. No one seems to be able to get past the betrayal that community feels to have no negotiables become negotiable."
3. "There has to be trust in our elected officials and staff. Even in meetings outside the host community, residents are saying there has to be integrity and commitments/agreements need to be honored. Time will tell if staff and Council is listening."
4. "I would like to know why it is that after someone presents at these "Public Consultation" meetings that we as citizens are not permitted to ask these presenters questions? I am of the opinion if the person who is presenting is educated enough on the topic to present, they should be educated enough to answer our questions on their presentations. This "Public Consultation" process does not seem as though it is really consulting the community, it seems as though it is more of a dictation of incorrect facts from HRM."

## WORLD CLASS SYSTEM

*Comments:*

1. "I appreciate that we have a world class facility that came out of true citizen engagement. We should be proud of our level of diversion, but we need to continue making investments and improvements to increase diversion and protection for the environment."

2. "I appreciate most that we continue to front end process our waste and stabilize organics for 21 days prior to disposal in landfill. I appreciate that we already have the perfect system which is working diligently to see that all environmental safeguards that were negotiated and contracted back in 1998 are continually met. If anyone has any legitimate questions that they want honest answers too about how the facility operates and what is accomplished, I have been employed there for 8 years and have seen the evolution and changes to the waste stream and can provide you with straight non-technical answers."

## PLAN FOR THE LONG-TERM

*Comments:*

1. "We should be refocusing our strategic plan for the future of waste management to adding to these components and taking nothing away. Increased source separation so less goes to the facility and diverted elsewhere is the way of the future. Until such time as we embrace new technology and practices eliminate the need to ever bury another piece of trash."

## PLASTIC BAGS

*Comments:*

1. "I think we should get away from plastic bags altogether. We have a green bin, and we should have a blue bin for recyclables. No Bags anymore."

## APPENDIX E: TIMELINE

**HRM Solid Waste Resource Management - Engagement Timeline**

Work complete = ■ Work in progress = ■

| | July | | | | August | | | | September | | | | October | | | | November | | | | December | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Project Initiation** | | | | | | | | | | | | | | | | | | | | | | | | |
| Initial meeting with HRM Solid Waste Team | | | ■ | | | | | | | | | | | | | | | | | | | | | |
| Initial meeting with CMC | | | | ■ | | | | | | | | | | | | | | | | | | | | |
| Follow-up meeting with CMC | | | | ■ | | | | ■ | | | | | | | | | | | | | | | | |
| Stakeholder & influencer mapping | | | | ■ | ■ | | | | | | | | | | | | | | | | | | | |
| Enviromental scan | | | | ■ | | | | | | | | | | | | | | | | | | | | |
| Baseline research (for measurement post-engagement) | | | | | ■ | ■ | | | | | | | | | | | | | | | | | | |
| **Engagement Strategy** | | | | | | | | | | | | | | | | | | | | | | | | |
| Process design | | | | | ■ | ■ | ■ | | | | | | | | | | | | | | | | | |
| Develop tactical plan | | | | | ■ | ■ | ■ | | | | | | | | | | | | | | | | | |
| Establish digital approach in partnership w. HRM (website, social media, mass email) | | | | | ■ | ■ | ■ | | | | | | | | | | | | | | | | | |
| Engagement plan finalized and approved | | | | | ■ | ■ | | | | | | | | | | | | | | | | | | |
| **Tool Development** | | | | | | | | | | | | | | | | | | | | | | | | |
| Prepare online engagement portal | | | | | ■ | ■ | | | | | | | | | | | | | | | | | | |
| Develop educational materials | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | | | | | | |
| **Engagement Execution** | | | | | | | | | | | | | | | | | | | | | | | | |
| **Invitation** | | | | | | | | | | | | | | | | | | | | | | | | |
| Pre-consultation public information | | | | | | | | | ■ | ■ | | | | | | | | | | | | | | |
| Implement invitation approach | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Launch of online engagement portal | | | | | | | | | | ■ | | | | | | | | | | | | | | |
| **Engagement Phase 1: What do we want?** | | | | | | | | | | | | | | | | | | | | | | | | |
| Town Hall with Beechville Lakeside Timberlea & Prospect Rd - 18 Sep | | | | | | | | | | | ■ | | | | | | | | | | | | | |
| Town Hall with Beechville Lakeside Timberlea & Prospect Rd - 19 Sep | | | | | | | | | | | ■ | | | | | | | | | | | | | |
| Session 1 of 2: Dartmouth - Wed 25 Sep | | | | | | | | | | | | ■ | | | | | | | | | | | | |
| Session 1 of 2: Bedford - Thu 26 Sep | | | | | | | | | | | | ■ | | | | | | | | | | | | |
| Session 1 of 2: Halifax - Wed 2 Oct | | | | | | | | | | | | | ■ | | | | | | | | | | | |
| Session 1 of 2: Eastern Shore - Thu 3 Oct | | | | | | | | | | | | | ■ | | | | | | | | | | | |
| Session 1 of 2: ICI Stakeholders - Monday 23 Sep | | | | | | | | | | | | ■ | ■ | | | | | | | | | | | |
| Session 1 of 2: Waste Industry Stakeholders - Monday 30 Sep | | | | | | | | | | | | | ■ | | | | | | | | | | | |
| *Break - Integrate learnings from Phase 1 engagement* | | | | | | | | | | | | | | ■ | | | | | | | | | | |
| **Engagement Phase 2: How do we get there?** | | | | | | | | | | | | | | | | | | | | | | | | |
| Session 2 of 2: Dartmouth - Wed 16 Oct | | | | | | | | | | | | | | | ■ | | | | | | | | | |
| Session 2 of 2: Bedford - Thu 17 Oct | | | | | | | | | | | | | | | ■ | | | | | | | | | |
| Session 2 of 2: Halifax - Wed 23 Oct | | | | | | | | | | | | | | | | ■ | | | | | | | | |
| Session 2 of 2: Eastern Shore - Thu 24 Oct | | | | | | | | | | | | | | | | ■ | | | | | | | | |
| Session 2 of 2: ICI Stakeholders - Monday 14 Oct | | | | | | | | | | | | | | | ■ | | | | | | | | | |
| Session 2 of 2: Waste Industry Stakeholders - Monday 21 Oct | | | | | | | | | | | | | | | | ■ | | | | | | | | |
| **Online engagement** | | | | | | | | | | | | | | | | ■ | | | | | | | | |
| Website moderation policy, privacy policy | | | | | | | ■ | | | | | | | | | | | | | | | | | |
| Social media strategy (aligns with engagement strategy) | | | | | | | ■ | | | | | | | | | | | | | | | | | |
| Digital roles and responsibilities | | | | | | | ■ | | | | | | | | | | | | | | | | | |
| Mass email (weekly once events begin) | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| **Ongoing Support** | | | | | | | | | | | | | | | | | | | | | | | | |
| Additional educational materials as required | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Feedback capture | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Facilitation and curation of online engagement | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Weekly team meetings | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | |
| Project management | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Preliminary sharing of public input - harvest | | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| **Measurement** | | | | | | | | | | | | | | | | | | | | | | | | |
| Web analytics (engagement metrics) | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Surveys/polls | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Online and social media conversation | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| Event attendance | | | | | | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | | |
| **Reporting** | | | | | | | | | | | | | | | | | | | | | | | | |
| Mid-term report | | | | | | | | | | | | | | ■ | | | | | | | | | | |
| Draft report to staff | | | | | | | | | | | | | | | | | | ■ | | | | | | |
| Revisions to report | | | | | | | | | | | | | | | | | | | ■ | | | | | |
| Final report to staff | | | | | | | | | | | | | | | | | | | | ■ | | | | |
| Report presentation to HRM Council | | | | | | | | | | | | | | | | | | | | | ■ | | | |