



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 3
Halifax Regional Council
September 17, 2013

TO: Mayor Savage and Members of Halifax Regional Council

Original Signed by Director

SUBMITTED BY:

Ken Reashor, P.Eng., Director, Transportation & Public Works

DATE: August 26, 2013

SUBJECT: Solid Waste Strategy Review Community Engagement Update Report #1

INFORMATION REPORT

ORIGIN

During the July 23, 2013, session of Regional Council, Halifax Regional Council requested that staff provide a monthly update to Council on the status of the Solid Waste Strategy Review consultation process.

LEGISLATIVE AUTHORITY

HRM Charter, Part XIII, Solid Waste Resource Management

BACKGROUND

HRM has contracted the services of NATIONAL Public Relations, the largest public relations consultancy in Canada, to design, program and facilitate the public consultation process for the Solid Waste Strategy Review Community Engagement (CE) Program. At the July 23, 2013 Regional Council session, Council endorsed the framework as outlined in the April 23, 2013 report and the CE RFP. Staff has since engaged with National on the development of the program and materials for the CE sessions and online efforts.

HRM staff and National have conducted meetings with CMC to establish a relationship with the committee and consult with them on the development of the CE program and design. The initial CMC meeting took place on July 30 following the initial project kick-off meeting between HRM and National's project team. Planning and design of the CE program commenced following the initial meeting with CMC. National and HRM staff have since undertaken additional

coordination sessions with CMC, in person and by phone and email to coordinate on the consultation process and program.

DISCUSSION

HRM staff has worked closely with National in supporting their development of the plan, and expanding on their understanding and background of the Strategy Review Project and history of HRM's Solid Waste Resource System.

Appendix A is National's engagement plan update report outlining meetings and activities to date and an overview of the engagement program plan.

FINANCIAL IMPLICATIONS

The Community Engagement expenses are available from the operating account R333-6916, Communication & Education. The budget availability has been confirmed by Finance.

COMMUNITY ENGAGEMENT

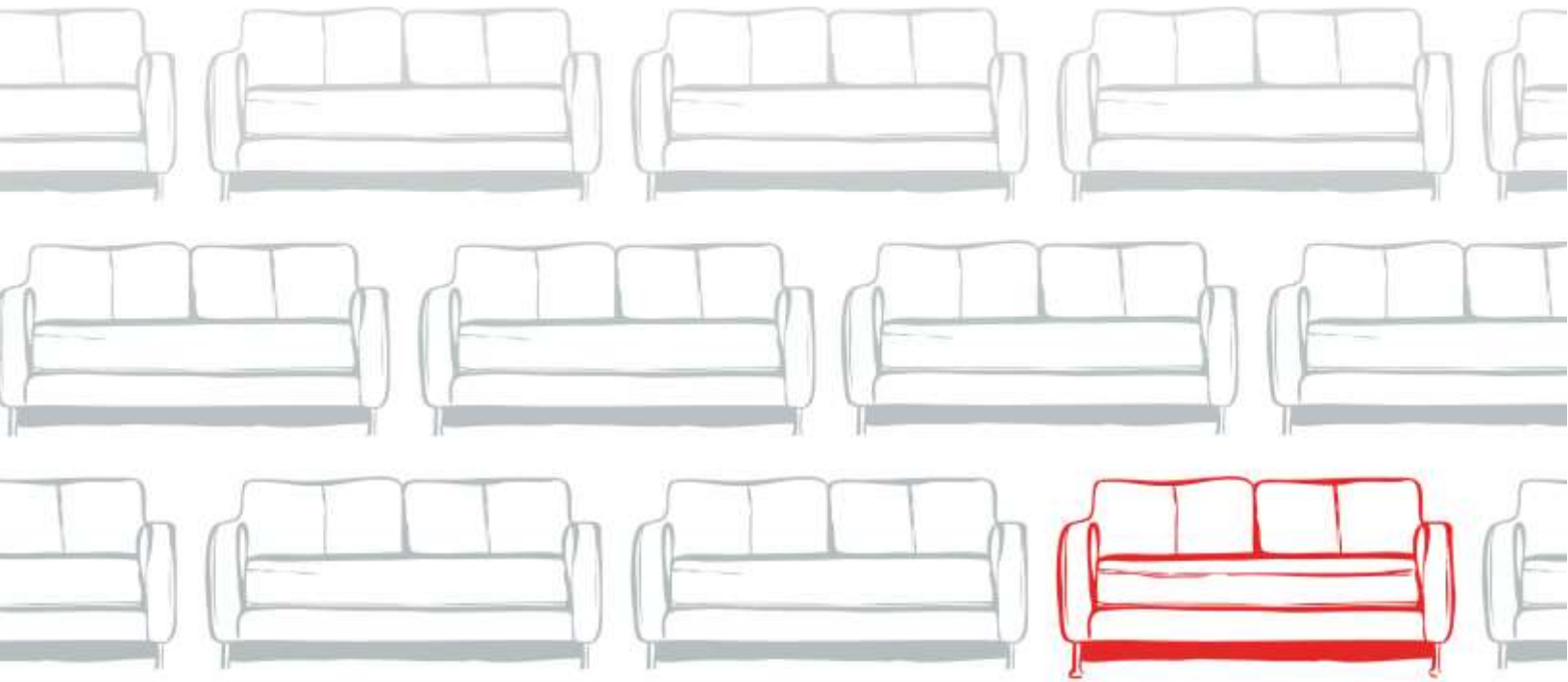
The community engagement plan is compliant with HRM's Engagement Strategy.

ATTACHMENTS

Attachment A - National's Community Engagement Plan

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Gord Helm, Manager, Solid Waste Resources, 490-6606
Bruce DeBaie, Managing Director, Corporate Communications, 490-6787



BUILDING A BETTER WASTE SYSTEM, TOGETHER

HRM Solid Waste Strategy Review Community Engagement Strategy

PREPARED BY: NATIONAL PUBLIC RELATIONS

Halifax

Founders Square
1701 Hollis Street, Suite L101
Halifax, NS B3J 3M8
Tel. 902.420.1860

New Brunswick

75 Prince William Street, Suite 210
Saint John, NB E2L 2B2
Tel. 506.672.1860

Newfoundland and Labrador

448 Water Street
St. John's, Newfoundland and Labrador A1E 1B1
Tel. 709.754.9614

www.RedCouch.ca

CONTENTS

1. Engagement Overview	3
2. Stakeholder Audiences	4
3. Project Approach	4
Background	4
Project Phases	4
Engagement Strategy	5
Timeline	8

ENGAGEMENT OVERVIEW

OVERALL PROJECT GOAL

- To educate HRM residents about the HRM solid waste system and have a balanced conversation about how to evolve the overall system, while continuing to protect the environment and community

PRINCIPLES OF THE ENGAGEMENT

- Develop a compelling invitation that entices the community to learn more about the options and opportunity
- Clearly articulate the parameters of engagement and what the community can influence
- Engage a broad and representative cross-section of citizens in meaningful conversation
- Lead an authentic and transparent engagement program that allows residents to feel that the process is legitimate and will influence decision making

HRM CORPORATE OBJECTIVES FOR COMMUNITY ENGAGEMENT

- Engage citizens in the decision making process in order to assist Regional Council in making informed decisions that reflect a broad and representative sample of citizen voices
- Create a culture of civic engagement at the heart of the way the municipal government operates
- Roll-out a successful program that opens the door for strong participation and enthusiasm around future engagement sessions

OBJECTIVES FOR SOLID WASTE ENGAGEMENT

- Host a broad community conversation about the entire solid waste management system. Including how residents would like to see it evolve in a manner that maintains protections of our environment and our communities, and what will be necessary to get there
- Motivate HRM citizens to care about a topic that they may not think about but affects us all
- Enhance understanding reinvigorate community pride in our role as leaders in waste resource management and diversion
- Create clarity around how the current system and how it works

STAKEHOLDER AUDIENCES

- Community Monitoring Committee (CMC) and Beechville, Lakeside, Timberlea and Prospect Road (BLTP) community
- Industrial/commercial/institutional (ICI) waste system users
- Waste industry members
- General public

PROJECT APPROACH

BACKGROUND

Over the past 15 years, HRM and residents have worked together to achieve and surpass targets set for the diversion of waste from the landfill. This success is a point of pride, as HRM currently outperforms all cities of comparable size in Canada on this important environmental indicator.

This success has been the result of regulatory and policy levers, but also significant public education and awareness efforts that have driven behavioural change. From households to businesses and institutions, the citizens of HRM have embraced a change in attitude and behaviour with respect to the responsible management of solid waste.

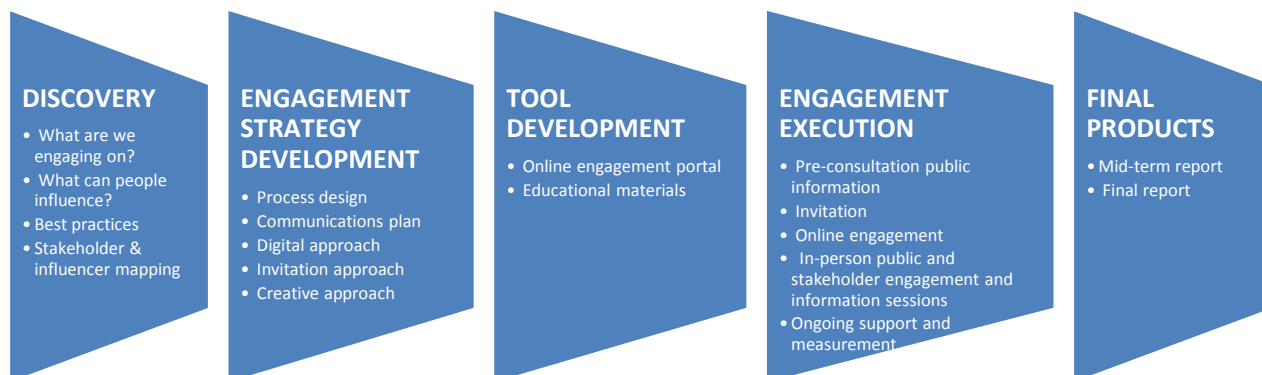
Now HRM seeks to shape the future of the municipality's waste management system as part of the next chapter. This next phase will be achieved by focusing on efforts to continue to increase diversion and advance environmental priorities, while also operating efficiently and in a financially responsible and sustainable manner.

PROJECT PHASES

The objective of the public engagement program is to provide residents with factual information in order to have a balanced conversation about evolving the HRM waste management system while continuing to protect the environment and community.

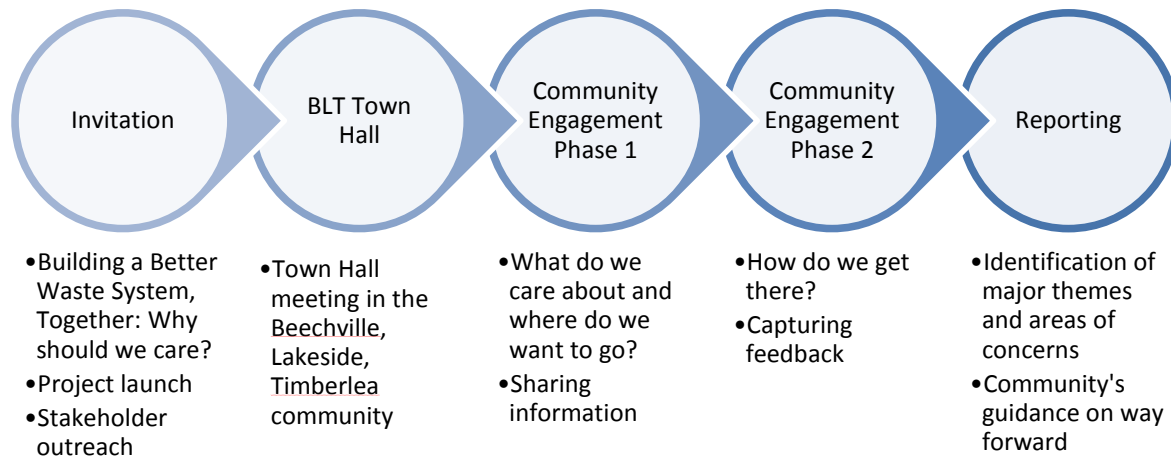
As we design this public engagement project, we are ever mindful of the requirement for participants to have an authentic opportunity to influence Regional Council's decision making. This return on participation will reinforce the integrity of the process and encourage residents to maintain involvement in this project, while also encouraging their participation in future engagement programs.

NATIONAL's work can be categorized as follows:



ENGAGEMENT STRATEGY

The engagement strategy consists of five phases:



1. PRE-ENGAGEMENT COMMUNICATIONS

In keeping with HRM's desire to engage a broad cross-section of citizens, we have begun a stakeholder and invitation opportunity mapping exercise that will guide efforts to extend the engagement invitation to people who stand to care about the issues at hand from across the municipality.

By engaging important stakeholders directly and making the case for why citizen participation will be meaningful, we hope to encourage these individuals to share the invitation with their extensive local networks – which will include the stakeholders that HRM has identified as priorities for targeted outreach, as well as a larger representation of citizens who may have more general interest in the process from the perspectives of civic engagement, responsible city management, environmental stewardship, sustainability, and quality of life.

2. BEECHVILLE, LAKESIDE, TIMBERLEA AND PROSPECT ROAD (BLTP) TOWN HALLS

Prior to the formal engagement sessions, and as mandated by Regional Council, we will host two town hall meetings with a specific invitation to residents of the communities neighbouring the Otter Lake landfill site. These events will provide an open forum and chance to hear directly from the residents who are most affected by the proposed changes at Otter Lake. By prioritizing these meetings as the first public engagement events, we wish to acknowledge the important role of the local community as hosts of the landfill site, and provide those residents with the first opportunity to provide their input.

The town hall sessions will flow as follows:

- Welcome - HRM Deputy Chief Administrative Officer
- Introduction to the engagement program, event agenda, guidelines for the evening and overall facilitation - NATIONAL Public Relations

- Remarks - Community Monitoring Committee (CMC)
- Presentation – HRM Solid Waste Resources
- Open mic with real time harvest/transcription of commentary
- Closing – invitation to participate in further engagement in-person and online

3. BUILDING A BETTER WASTE SYSTEM, TOGETHER (PHASE 1)

The intent of the first phase of general public events is to gather the input of the public and stakeholders on their priorities for a renewed waste management system that we can continue to be proud of for the next 20 years.

This phase of engagement will consist of four community-based events and two of a more technical nature with ICI and waste industry stakeholders. Residents will also be actively engaged on the same content and questions, as well as access resources and educational materials via the Shape Your City engagement portal, before, during and between the in-person events.

Discussions will be hosted in world café format. The draft questions to be considered during this phase of engagement are:

- HRM waste system now: What's working? What's not?
- Vision: What are the things you care about? What are your priorities for the future?

4. BUILDING A BETTER WASTE SYSTEM, TOGETHER (PHASE 2)

The intent of this round of engagement is to share more specific, technical information about the waste system, and to gather feedback from citizens on the critical issues and decisions facing the waste system – particularly relating to the recommendations of the Stantec review.

The event is anticipated to consist of a technical presentation on the waste strategy review and related recommendations, followed by discussions will be hosted in world café format on the recommendations and the community's advice to Regional Council on how to move forward.

As with the previous phase of engagement, this round will be supplemented with a robust and transparent information sharing and engagement approach via the Shape Your City portal that invites and nurtures dialogue about the future of our waste system before, during and after in-person events to maximize the quantity and quality of citizen input to our process.

5. HARVEST AND REPORTING

In order to ensure that participants feel heard and that their contributions are meaningful, our harvest process will be robust and gather insights from online and in-person engagement activities. Our approach will include transcription of what is heard during events, graphic harvest of key themes/concerns that arise, quantitative and qualitative analysis of interaction and submissions via the Shape Your City portal, and consideration of related discussion in social media. For transparency and/or archival purposes, HRM may also wish to video record the in-person sessions or a representative sample thereof.

NATIONAL will produce two reports reflecting the input of citizens to this engagement program:

- 1) Mid-term report – reflecting the key themes and content arising from the “What do you care about and where do you want to go?” phase.

- 2) Final report – reflecting the engagement process in its entirety and the guidance/priorities citizens wish to share with Regional Council to inform their decision making regarding the evolution of the solid waste system.

DIGITAL APPROACH

Working in conjunction with the in-person sessions, a successful digital approach to the public engagement process will rely on the following pillars:

- Online engagement portal – Shape Your City
- Mass email
- Social media

The online engagement portal will serve as a two-way communications platform. As the online hub it will serve to create awareness and engagement by being highly accessible, with clear content that is easily sharable.

To truly take advantage of the Web, discussion should be encouraged between events so people can participate remotely and on their own time, at any point throughout the engagement program.

Even the most compelling and well-designed website does not ensure interaction or visitors. In order to drive awareness and interest, the engagement program must be presented in the context of civic responsibility and pride. An invitation approach and content strategy including social media and mass email will play a role in driving traffic to and engagement on the portal.

RESEARCH & MEASUREMENT FRAMEWORK

To develop a strategic and effective engagement program, it would be informative to conduct public opinion research to gauge what residents currently know or care about when it comes to solid waste management and the strategy review. In addition to informing the design of the engagement program, this research will provide a baseline against which we would have the ability to measure our success in increasing residents' awareness and understanding of, and engagement in the subject matter.

Measurement of the overall effectiveness of the engagement strategy will also include: event attendance and feedback, online engagement, and social media conversation.

TIMELINE

Complete:

- **BangTheTable/SustainNET introduction, orientation and training**
2/3 Jul
- **Kick-off meeting with NATIONAL and HRM staff (purpose and principles of engagement)**
Tues 23 Jul
- **Process and option mapping exercise with NATIONAL and HRM staff**
Thurs 25 Jul
- **Meetings among CMC, NATIONAL, and HRM staff**
Tues 30 Jul
Mon Aug 26
- **Weekly engagement planning/project management meetings with NATIONAL and HRM staff (weekly meeting)**
Wed 7 Aug
Wed 14 Aug
Wed 21 Aug
Wed 28 Aug
Wed 3 Sept

Engagement Sessions:

Town Halls with Beechville Lakeside Timberlea, and Prospect Road Communities

Wed 18 Sept 7-9p
Thurs 19 Sept 7-9p

Region 1: Halifax & vicinity

Halifax, Sambro, St Margaret's Bay, Prospect, Herring Cove, Beechville, Goodwood, Peggy's Cove, Harrietsfield, Hubbards, Tantallon, Timberlea

Session 1 of 2: Wed 2 Oct 7-9p
Session 2 of 2: Wed 23 Oct 7-9p

Region 2: Dartmouth and vicinity

Dartmouth, Cole Harbour, Eastern Passage

Session 1 of 2: Wed 25 Sep 7-9p
Session 2 of 2: Wed 16 Oct 7-9p

Region 3: Bedford and vicinity

Bedford, Hammonds Plains, Sackville, Beaverbank, Fall River, Waverley to Dutch Settlement & area

Session 1 of 2: Thu 26 Sep 7-9p
Session 2 of 2: Thu 17 Oct 7-9p

Region 4: Eastern Shore and vicinity

Porter's Lake, Lake Echo, Preston, Chezzetcook, Lawrencetown, Sheet Harbour, Musquodoboit Valley, Musquodoboit Harbour

Session 1 of 2: Thu 3 Oct 7-9p

Session 2 of 2: Thu 24 Oct 7-9p

Stakeholder Group 1: ICI (Institutional Commercial Industrial) Stakeholders

Session 1 of 2: Monday 23 Sep 2-4p

Session 2 of 2: Tuesday Oct 15 2-4p

Stakeholder Group 2: Waste Industry Stakeholders

Session 1 of 2: Monday 30 Sep 2-4p

Session 2 of 2: Monday 21 Oct 2-4p

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																																									
Environmental 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																																									
<i>Break - Integrate learnings from Phase 1 engagement</i>																																									
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																																									

