

**Report on Interviews Regarding Future  
Community Engagement Needs for  
the Tar Ponds and Coke Oven Site  
Environmental Remediation Project**

**Appendix A:**

**List of Interviewees**

## **Appendix A -- List of Interviewees**

### **Individuals (in alphabetical order)**

Garth Bangay, Regional Director General, Environment Canada

Mike Buchanan, United Steel Workers Union

David Darrow, CEO Sydney Tar Ponds Agency

Don Ferguson, Special Advisor to the Deputy Ministers, Health Canada

John Malcolm, CEO, Cape Breton District Health Authority

Greg MacLeod, BCA Investments Cooperative (also provided a written submission)

Ed McMaster, University College of Cape Breton

Allan Nathanson, affected area resident, businessman, media

Joe Paris, Chairperson, Black Employment Partnership

Gerry Ryan, CAO, Cape Breton Regional Municipality

Irving Schwartz, businessman

Charles Sheppard, affected area resident, public education official

Brian Stonehouse, Deputy Minister, Nova Scotia Department of Transportation and  
Public Works

Walter van Veen, Conestoga-Rovers & Associates

## **Organizations (in alphabetical order)**

**Atlantic Community Action Program (ACAP) Cape Breton**  
(Heather Atiyah, Fred Baechler, Pat Bates, Miggie Currie, Holly Grant, Kathy MacCuish, Judy MacMullin, Sean O'Toole, Mae Rowe)

**Cape Breton Island Building and Construction Trades Council**  
(Cliff Murphy, Doug Serroul, Gerry Shanahan, Lawrence Shebib, Joseph L. Wall)

**Chamber of Commerce**  
(Bruce Maloney, Alastair MacLeod, Cathy MacPhee, John Nash)

**Enterprise Cape Breton Corporation (ECBC) and Cape Breton Growth Fund Corp**  
(Joe Cashin, Joe Dunlavy, Ken Montgomery, Lauri Taylor) (Barbara Stead-Coyle)

**Joint Action Group (JAG)**  
(Asta Antoft, Marjorie Butts, Shirley Christmas, Primo Dal Bello, Dan Fraser, Don Gauthier, Arlene Humby, Frank Larade, Keith MacKeen, Jane MacLellan, Harry Muldoon, Alastair Scott, Francis Sirois)

**Junior Chamber of Commerce**  
(Carla Boudreau, Luella Chiasson, Wanda Jerrett, Keith McDonald)

**Sierra Club**  
(Marlene Kane, Bruno Marcocchio, Neila MacQueen, Caroline MacPherson, Dan McMullin, Debbie Oulette)

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**Appendix B:**

**Introductory Comments,  
Statement of Objectives  
and Interview Question**

## Introductory Comments

Note: This information was delivered in an informal manner by Bruce Smith as a lead-in to the interview.

- Introduction of those present
- The current JAG community process focussed on making recommendations to governments regarding options for remediation of the Tar Ponds and Coke Oven Site is winding down.
- The existing Memorandum of Understanding (MOU) between governments and the Joint Action Group is no longer being funded after September, and the provincial and federal governments want to get community views on the process of community engagement that will take us forward through environmental assessment and into project implementation.
- In order to design and implement an effective community engagement process during the next stages of the project, the government partners will be:
  - looking at case studies of projects that have had significant community engagement
  - reviewing process guidelines from federal and provincial departments
  - seeking out and reviewing best practices in public participation from a variety of sources
- This interview and others that will take place over the next few days are being conducted as one step in that process -- to get the views of a number of individuals and groups with deep connection to various sectors of the community, about how community engagement should be carried out in the next stages of the project.
- Today/this evening we would like to spend an hour or so talking with you to get your views on future community engagement.
- My job as facilitator is to conduct the interviews, asking questions of clarification, or taking other steps to ensure that we are understanding your views and perspectives. We would like to concentrate on what we do want in the future, rather than what we did nor did not like about the past.
- Once we have finished conducting the interviews, I will submit a report.
- Do you have any questions now? If you do at any time during the interview, please don't hesitate to raise them.
- Now lets take a look at the statement of objectives .....

- This statement is not intended to be edited to appear in the final report. It is a “straw man”, something for you to look at and respond to -- nothing more. So lets read this together and then I will ask you question #1, which is about how the statement of objectives sounds to you. How well you think it does or does not describe what will be necessary as the objective for community engagement in the next stages of the project.

[Following this introduction we listened to interviewee comments on all six questions.]

### **Statement of Objectives**

“In the cleanup of the tar ponds and coke ovens site, the community should have the right information at the right time to feel adequately informed about the cleanup; and, the implementing organization should have the right information at the right time so that community views can inform project decision-makers.”

### **Interview Questions**

1. How does the statement of objectives sound to you?
2. What are the most important factors or principles that should guide this process?
3. What information do you think the community will need? How should the implementing agency provide that information?
4. What information do you think the implementing agency will need? How should it obtain that information?
5. How should feedback be provided to the community on how its views are taken into account?
6. Are there other comments or ideas that you would like to offer?

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**Appendix C:  
Interview Notes**

Following are the notes from the twenty-two interviews that were conducted with individuals and groups to gather information to assist the government partners in the design of an effective community engagement model for the next stages of the project. Appendix A is a list of the individuals and groups that participated in the process. As was agreed to with participants at the beginning of the project, these interviews are identified only by a number, and no statements in the report or in this appendix have been directly attributed to an individual or group.

It should be noted that while all interviewees had the opportunity to respond to the same questions, each interview had a different flow based on how the interviewee chose to handle the questions. As a result, some questions were not directly addressed in every interview.

## **Interview #1**

### **1. How does the statement of objectives sound to you?**

- Try your best to reach out to everyone -- but often you can't satisfy all interests, so you go with what the majority will support.

### **2. What are the most important factors or principles that should guide this process?**

- A process should try to engage a representative cross-section of the community.
- Accurate, timely information should be provided.
- Respect for the community is shown when feedback is provided on how their comments were received and considered; communication is direct and non-patronizing; questions are answered; comments are acknowledged.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- The community needs scientific information, from credible sources, concerning health and safety.
- Meetings can be used, and Web sites that can keep information flowing.
- Meetings are more effective if time limits are set for speakers (same for all), and a moderator controls the meeting - but meetings are often not very productive.
- When groups are formed 10-12 members is fine. Members should be generally representative of community sectors/interests, and individuals should be credible.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Ongoing comments from public should be heard. The public will find a way to communicate. Individual contact can be effective in responding to the public, as can a 1-800 phone number.
- Providing immediate answers keeps pressure or frustration from building up, which can happen when people have concerns or fears and do not know what is going on. Providing accurate information can turn the public into allies. (Avoid misinformation.)

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Important to get back to individuals who have given their input - though meetings or direct communication.
- Respect for the community is shown when feedback is provided on how their comments were received and considered; communication is direct and non-patronizing; questions are answered; comments are acknowledged. (See #2 above)

## Interview #1, continued ....

### **6. Are there other comments or ideas that you would like to offer?**

- Get on with it - this is having a negative impact on the reputation of Sydney and the local economy; it is a cloud over the community.
- Look at the options and select; go to the public for input; decide; implement.
- Give people a chance to vent.
- A simpler, less “luxurious” process will be fine from here on.
- Cleanup agency/manager should have total political support.

## Interview #2

### **1. How does the statement of objectives sound to you?**

- Agree with that statement of objectives.
- Must get information out to the community in a number of ways: door to door, newsletters, fliers -- personal and written formats.
- Community engagement must reach diverse interests and use a range of approaches.
- Important to get the right representation - people with no hidden agendas.
- Let the agency do its work, the previous process has done its job.

### **2. What are the most important factors or principles that should guide this process?**

- There must be a good communication strategy - well thought out; opportunity for feedback to residents - get call back or personal acknowledgment.
- Representation
- Recognition of diversity
- Strategic

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Information about timing and scheduling, EA, and anything that may disrupt normal activities; don't make assumptions. Examples included children playing on the street impacted by truck traffic, and shift workers losing sleep.
- If possible provide information or activities to address the issues, like recreational activities elsewhere for children playing near areas work (e.g. truck traffic.)
- Community members are tired - have been studied to death; feeling "showcased."
- Get out proper information - too much misinformation in past; [example - health issues] important that there be no gap between current process sun set and initiation of the new process.
- Meetings can be held at one of two community halls or the resource centre.  
(Whitney Pier)

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Local office was a good idea; opportunity for personal contact; people could go there to talk to someone about their concerns, fears ... get information about planned activities - 2-3 days per week OK.
- Make use of the information already collected during community engagement.

Interview #2, continued ....

**5. How should feedback be provided to the community on how its views are taken into account?**

- Feedback is important - personal acknowledgment, whether or not the suggestions can be acted upon.

**6. Are there other comments or ideas that you would like to offer?**

- Handle EA with kid gloves - let people know that it is required, and who is responsible for it. People are tired and may not want to be involved.
- Geography should be a factor -- closer radius should get more involvement.
- Involve early; involve personally; use written and verbal approaches; make people comfortable; give them a chance to digest; give them a chance to vent.

## **Interview #3**

### **1. How does the statement of objectives sound to you?**

- Fine as far as it goes - once project is defined, communicate schedule, etc.
- Post Sept 18 there are two scenarios ... governments accepts community recommendations, or they do not.
- If the recommendation is accepted, they could use a downsized JAG to lead and champion with the community, since JAG brought the recommendation forward ... community information needs will not be as great.
- If they do not accept the recommendations, things will be different and more difficult. More effort will be required, and perhaps different vehicles. A new group, similar to the previous process, but more representative, may be needed. The nature and flow of information will be much more important ... there will be resistance. There are a few individuals (3-4) who were members of the previous group who have recognized knowledge and expertise, and who should participate on this group. They can bridge to the new process, and be champions for the project.
- Concern is the gap between September 18th and the approval through EA process.
- When implementation comes, engagement will be about information and can be handled directly by the implementing agency (no committee or intermediate group.)

### **2. What are the most important factors or principles that should guide this process?**

- Openness
- Honesty
- Timeliness, quick provision of information
- Realistic and clear expectations
- The need for these will be increased effort if government does not accept the JAG recommendations.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Information about project steps and schedule
- Specific information about sectors and interests: economic info - business; job market info - labour; community residents will be interested in: whether or not they have to move while work is being done; final use of the site; environmental impacts; safety. Must be aware of the "radius of concern" ... the closer to the site, the greater the interest.
- Will be challenged if the change of option reverts back to one that has been tried or selected in the past. People will need information to explain why this approach is necessary.
- At the end of the previous process, some very effective communication and public participation techniques were used ... mapping and graphics; workbooks; billboards; fliers; ... these methods should be considered for future use.
- ACAP would be a real asset and effective partner in community engagement. They have expertise in education and environmental issues.

### **Interview #3, continued ...**

#### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Talking about the community at large
- Community meetings don't work all that well. Voices are not representative.
- Use surveys; place emphasis on affected areas, and residents within a close radius of the site; use door-to-door approach.
- Community has 27% Web access, but it is not evenly distributed, so internet-based techniques will not be effective in some parts of the community.

#### **5. How should feedback be provided to the community on how its views are taken into account?**

- Same as #3
- For the broad Community --- keep them informed.
- For immediate (close) community --- increase attention and involvement.

#### **6. Are there other comments or ideas that you would like to offer?**

- Project Manager was extremely effective in doing community engagement. Excellent with public, high credibility, engineer with lots of experience, non-government person, also a good ability to talk to people about complex issues in a manner they can understand.
- Bus tours were given of the site ... this was an effective tool.
- Public Works and Government Services Canada has some examples of effective community processes - Argenta Newfoundland, Confederation Bridge.

#### **Recap:**

- If recommendation is accepted ... use small, focused committee.
- if recommendation is not accepted .... more complex and difficult; need for something closer to the existing structure ... (this is impractical.)
- Implementation ... no need for a committee ... implementing agency can handle directly with the public.

## Interview #4

### 1. How does the statement of objectives sound to you?

- My community connections are blue collar, working class.
- Public stuff is done, community has spoken: the previous process was a well-publicised opportunity for people to be heard.
- Time to get the cleanup done.

### 2. What are the most important factors or principles that should guide this process?

- Allow people to know what is going on.
- Don't bend over backwards for a small group; don't be put off by special interest groups.
- Implementing agency should use common sense. Being too extreme doesn't help (in conducting the project or in communication.)

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Don't need another structure and process like the one used previously.
- Who really speaks for the community? Community activists speak for themselves.
- Use simple techniques to get information out - 1- 800 phone number, web site, signs/billboards.

### 4. What information do you think the implementing agency will need? How should it obtain that information?

- Use common sense and good practices -- clean things up.
- Too much process delays action.
- Do what is required in regulations or guidelines.

### 5. How should feedback be provided to the community on how its views are taken into account?

N/A

### 6. Are there other comments or ideas that you would like to offer?

- Project Manager is credible and believable; down to earth; communicates clearly with all kinds of people.
- The community is skeptical of government.
  - Question: what can government do to change that?
  - Answer: be quick and get the cleanup done; action will talk.
- Can't change people's perspectives about government.
- There are negative connotations about Cape Breton and Sydney; reputation for most labour disputes is unfounded -- more elsewhere in Canada.
- Getting the cleanup done will help us to step out of the past and into the future.

## Interview #5

### **1. How does the statement of objectives sound to you?**

- Who decides what is the “right” information at the “right” time? Prefer “info they want, when they want it.”
- We do not know what people need.
- Two way street ... management agency needs to be able to access information too.
- This is about more than information exchange. The community is not just coming into the room to get the latest prepackaged message.
- There must be a sense of responsiveness ... an obligation to respond.

### **2. What are the most important factors or principles that should guide this process?**

- Transparency - goes a long way to building trust.
- Inclusive - involve the whole community, not just well-connected folks.
- Accountability - of the agency
- Scheduled monthly meetings for regularity and visibility.
- Media connection -- in or out of meetings; get information out to the public.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- The previous process was OK, it added value ... not concerned about a few wild people, got lots of sensible suggestions and increased community capacity.
- We must ensure that when the need arises for community voices to be heard, that the process is designed to make that happen.
- A committee of some sort will be necessary; community must have a forum so they can get answers and there can be accountability.
- The community should have access to any information that is available -- contracts, reports, technical information, plans (what, when and how). Governments are not always good at sharing information with the public.
- Community should have information about risks associated with various stages of the project and what will be done to minimize or address them.
- Having a feedback loop is important - interest will be high in the beginning; need full information for the first few years; otherwise civil disobedience is possible.
- The process must gain people’s confidence.
- Methods can include: Web site and newspaper updates; look at JAG surveys to see what people said were their preferred means of getting information.

Interview #5, continued ....

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- Citizens Liaison Committee -- could run the entire community engagement process or be just one mechanism with others run by the implementing agency.
- People want to hear from government -- the committee will need a public voice. But it won't be the only voice of the community. The cleanup agency will have other vehicles for getting information in and out.
- Committee could increase legitimacy of polling activities, and generally increase community trust.
- Committee would be pivotal ... agency would have to respond.
- The committee would have an advisory role to the agency, and be a watchdog for the community. It would represent the entire community, and report back to it.
- Communication would be limited, and would not include project steps and activities. The committee would have a clear responsibility to bring community views forward; it must have credibility.

**5. How should feedback be provided to the community on how its views are taken into account?**

- There should be two tracks of accountability:
  - the committee -----> for how it is influencing the project/agency
  - the agency -----> for what it is doing

**6. Are there other comments or ideas that you would like to offer?**

- Four strategies ----->
  - EA
  - First Nations (separate - government to government process) would like to see them in the broader cleanup discussions but not sure if this is likely.
  - Health issues - (district health board - aggressive wellness program) stand alone community initiative will lever health issue not related to remediation out of the cleanup context.
  - Cleanup ...
- Learn what we can from the history of Sydney Tar Ponds Cleanup Inc.
- Whatever we do, we must build on success, and continue to work on community/government trust (now bruised.)
- The process must be sufficiently tight to make progress on the site.
- Public trust requires that governments be seen to cooperate and communicate well with each other; avoid falling back on old issues.
- EA process will be on its own track -- driven by legislation; three possibilities --
  - screenings (e.g. sewer, stack removal)
  - comprehensive study (w/intervener funding)
  - panel (w/intervener funding)
- Need to think about how to avoid a gap between mid-September and EA process.
- Remove passion, inject rationality, get success.

## Interview #6

### 1. How does the statement of objectives sound to you?

- Who will decide what is right? What is enough? This should be more explicit.
- Would not go so far as saying community should decide. Reasonable people making reasonable decisions should be the guide.
- Experts should make the decisions now, most will be technical.
- Once the decisions are made it should be pretty straight forward.

### 2. What are the most important factors or principles that should guide this process?

- Leadership must be visible and decisive.
- Use the test of reasonableness.
- Openness - ongoing ability to update information for the community.
- Transparency of information and process.
- Process should demonstrate fiscal responsibility.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Lets get on with it ... but keep people informed ... monthly public forum would be a good method to use.
- The project plan can be a blueprint for information out to the community ... what is going to happen, where, when; next steps; timelines.
- The project management body can do direct community engagement -- may or may not use a committee or intermediary.
- Methods could include: annual report card, public tours, open office that people can visit to ask questions and get information.
- Growth Fund Task Force Committee is a good model: it is a watchdog, and also provides strategic direction; it does no public communication.
- Many techniques worked well in the previous process: posters in malls, information to take away; language level was good, easy to get what we needed, can be informed to level as desired, target information and education, find accessible, popular venues.
- Information needs will really peak if the option selected is not the community recommendation.

### 4. What information do you think the implementing agency will need? How should it obtain that information?

- The community can provide monitoring function (performance against objectives) -- independent verification (especially in early stages) will build trust.
- If project managers follow regulations and guidelines they should not need much from the community.

Interview #6, continued ...

**5. How should feedback be provided to the community on how its views are taken into account?**

- Responses to questions or concerns should be timely, within 48 hours.
- Avoid frivolous communication -- make sure information is necessary and appropriate.

**6. Are there other comments or ideas that you would like to offer?**

- When trust is low, start engagement early and “ambush” the community with information - lots of it.
- There are two ends of the spectrum ... one doesn't care at all, the other end is the radicals ... in the middle is a large majority of the citizens ... concentrate on them.
- Use clear language in all communication -- no jargon, watch acronyms.
- The community has spoken ... get it done.
- Will government take community recommendation or go with another option? Moving in a different direction may undermine community confidence.
- Some community members do not understand that what went forward was only a recommendation.
- It will be important to make sure there is no gap in information flow after September 18th. Make a quick transition of project communication duties.
- Don't lose the useful information that has been collected from the community so far.
- Three levels of government should issue a statement of support for the managing organization and the completion of the project.

## **Interview #7**

### **1. How does the statement of objectives sound to you?**

- There is an information void right now .. what will happen after October 1?
- Community needs process information ASAP.
- JAG was listening -- now the community is ready to follow new leadership.
- We've said our piece -- lets get going -- no more consultation.
- We are ready for local leadership - CB project management.
- Two way information is OK, but don't want the previous process and structure to start over; we want action.
- Start what you can ASAP to give the community the right message and head off negativity.
- Find something to demonstrate action now like the coffer dam or cooling pond.

### **2. What are the most important factors or principles that should guide this process?**

- Action should be a major theme.
- Communication and confidence are very important.
- Do communication well -- how is not critical (committee, etc.) - the important thing is building community confidence.
- The implementing body should have comfort and visibility.
- Legacy is an important factor - capacity building; using local labour and services.
- Tailor certainty rather than uncertainty - straight talk increases confidence.
- The system must be able to handle problems --it must be proactive and reactive.
- Project manager will need to build confidence based on competence.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- The community should be told the "game plan" - what they can expect to see -- goals, steps, milestones - enough information to reassure the community.
- Chair of JAG has been a positive influence; built credibility and trust.
- Strategies for Community Wellness and Community Engagement can change community attitudes.
- Don't drown the public in information - use one person within the implementing agency to manage the information flow.
- Start with the little things to build trust and confidence like recreation and beautification around the site.
- Meeting organizations one-on-one touches many people directly.
- Use the university as a partner.

Interview #7, continued .....

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- Know the goal -- what does the community want? -- keep community involved in things relating to quality of life.
- Involve people in future site use discussions.
- Agency needs to understand the culture of the community, and realize that the community has pride in itself.
- Right now the community is feeling a of lack of control of its own destiny, and are not overly trustful of people from away.

**5. How should feedback be provided to the community on how its views are taken into account?**

- Consistency is important -- use a single individual. Feedback will give the community confidence in the implementing agency.

**6. Are there other comments or ideas that you would like to offer?**

- Carry out the project on medium time frame (5-10 years).
- Sydney is changing, its getting cleaner -- this is an important message.
- The implementing agency communicator could give broad positive messages relating to health and wellness that could change community mindset.
- Keep the vocal minority from taking control of the agenda.
- There are serious economic concerns -- we need firm commitment to long term funding for the project from governments. We need to see government commitment soon.
- Tourism is a big factor and should be considered as a plank for development.
- It may be possible to fit project benefits with community benefits, e.g. air link to Halifax. Should keep our eyes open for these opportunities.

## **Interview #8**

### **1. How does the statement of objectives sound to you?**

- Recent community comments have been negative.
- Some people are uninformed and just want to get headlines.
- You can't please them, but you also can't ignore them.
- We hope that it will not take too long to make a decision and do the EA.
- Let's get on with it.
- Community engagement is good - the previous process educated citizens.

### **2. What are the most important factors or principles that should guide this process?**

- There must be open and honest communication.
- The project manager must be receptive to public views and opinions.
- Efficiency is important - don't spend more time or money than is necessary.
- Technical questions should be answered by engineers and scientists.
- Future site use is a community issue.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- The community should have progress reports so it knows what is going on.
- Information should be distributed early - timing is critical: proactive vs reactive.
- Are costs accurately described? If not, trust and credibility will suffer.
- Proximity to the site is a factor in deciding what and how to communicate.
- Everyone should get a basic level of information.
- Specific plan should be developed for the most affected areas:
  - Trust must be developed.
  - Focus on them through critical times.
  - Special contact may be used, such as face to face discussions.
  - Need to build relationships with those most affected.
- Good techniques might include periodic press conference - show slides and answer questions.
- Perhaps they shouldn't make it too easy to get information. If people don't have to work for it they will ask for what they don't need.
- Don't use public meetings - they are too easily high jacked.
- Small group discussion can be effective.
- The existing Web site has been a good source of information; they were good at communication; coffee groups; ads; brochures; but perhaps too expensive?
- Should the implementing body be from outside Sydney to increase impartiality?
- Information out by radio, newspaper, 1-800 number; fliers; perhaps voice phone link.
- Use more active techniques with those more likely affected or closer to the site.
- CRA bus tour was great - could have occasional tours to show progress.

Interview #8, continued ...

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- The community wants to be informed.
- They also want to maximize local employment and benefits.
- Information about environment, health and safety issues or concerns should be communicated to the implementing agency.
- The implementing agency should inform people right away if they think there might be a problem of something that causes concern. Staff should understand the importance of quick communication in specific situations, and be sensitivity to public needs and fears.
- Web site (with e-mail function) and 1-800 number can be used to gather information.
- The project manager could meet on occasion with the community.

**5. How should feedback be provided to the community on how its views are taken into account?**

- Feedback is important - it builds trust and confidence.
- It could be provided by e-mail, phone, or letter.
- Feedback makes people feel valued and respected.
- The implementing agency will need to plan for this, and create a strategy.

**6. Are there other comments or ideas that you would like to offer?**

- A big concern is who will take over as project manager - should be some local if possible, and fully competent.
- Use local labour, professionals and project management as much as possible to create community capacity and stimulate the economy. Money should stay in the local economy whenever possible.
- Public Works and Government Services Canada is a good project manager.
- The implementing agency must be respected by industry people.
- There needs to be a responsible organization at all times - including right after September 18th. The implementing agency must be strong in doing communication work.
- The best option for an implementing agency would be a government department or private sector company; or perhaps public-private partnership.
- This initiative can be exciting and revitalizing if we can avoid negativity.

## Interview #9

### 1. How does the statement of objectives sound to you?

- Overall statement accurately characterizes expectation for 2 way flow of project information. The proponent should not work in a vacuum.
- The proponent must know what community feels; the community needs to know what is going on.

### 2. What are the most important factors or principles that should guide this process?

- Focussed: implementing authority and community liaison group.
- Single focus for implementing agency -- on the task to be done.
- Complete the project; remove other issues e.g. health, things like the Sysco Site.
- They can jeopardize the ability to deliver results in a timely and efficient manner.
- Efficiency: means to engage community to get feedback; streamlined, cost efficient; mechanism cannot become the end in itself; ensure a free flow of information.
- Representation: if a group is formed, its members must have constituents.
- Free flow of information: easy access; available to the community in a timely manner; ability to get the views of the community.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Know what the project will look like; what will it entail? what is the big picture?
- Preliminary steps - what will take place?
- Vision for future site use - have a picture in mind of what the site will look like during construction and when things are restored.
- How will information be conveyed about progress at each stage?
- Understand the progress; be aware of what is happening on the site at any time.
- Project Implementation Agency should have responsibility for all aspects of communication and community engagement.
- Walk-in store front with artist conceptions, charts, physical models; bus tours.
- There should be a Community Liaison Committee (CLC) of some kind (examples: Halifax Harbour, Five Islands, etc. .... also NSDEL has guidelines.)
  - can get information to interested individuals.
  - forum for ongoing dialogue, asking questions, making comments, raising concerns; committee could make recommendation to the implementer.
  - 10 - 12 people representing immediate communities.
  - representation - must have a constituency; must represent a group. (rate payers, community development associations, Councilors, Chamber of Commerce, environmental groups, health authority).
  - there will be other mechanisms for individuals and citizens.
  - may want to look at affected community vs. broader community.
  - committee would not engage others; Chair would have a public voice.
  - focussed: clear lines of accountability; don't spread it out.
  - this can also work to move information in the other direction (Q #4 & 5)
  - project management agency could get information from the community through the liaison committee and can use to provide feedback.

## Interview #9, continued ....

- Other useful mechanisms: newsletters, press releases, and a 1-800 #
- A Web site is a critical tool, reaches people everywhere with timely information; keep it up to date and maintain a high standard.
- People want to get on with it -- but with the ability to track progress.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- See comments on CLC in #3 above.
- Information needs of the proponent may be greater at the front end; lots of useful information has already been gathered.
- The proponent needs to know: how the community feels about the process; views on future site use; decisions about implementation components may arise, and the community views on options will need to be known.
- Governments/proponent may have to go back to the community if the recommended options are not accepted (not beyond possibility).
- Once underway this is a big civil engineering project.
- A committee will be a good vehicle for community engagement.
- The proponent can also get information through surveys, questionnaires, polls, and open houses; not a fan of public meetings.
- Can't divide responsibility, i.e., CLC conducting surveys, etc.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Feedback is important.
- There is an obligation to share the results of information collected.
- The implementing organization should be accountable.
- Any tax funded organization must be accountable.
- Standard tools can be used to do this. There should be a wide range of opportunities. One way is to speak directly to groups.

### **6. Are there other comments or ideas that you would like to offer?**

- We have been at this for 20 years, since the original cleanup started; it has been 6 -7 years since the last attempt; we must get focussed.
- A community liaison group cannot be an end in itself.
- There will be a window of opportunity over the next 9 months.
- Health studies should de-couple health from the cleanup; let someone else answer this; otherwise it will slow down the cleanup effort.
- A CLC should not have full time staff; support should come from the project management agency; it must be project focussed. We look at issues during the cleanup and address only those related to the work.
- Things will emerge; government quarreling and divergence of views is a concern; governments must be honest.
- Both the project implementation agency and CLC would provide a window to the project.

## Interview #10

### 1. How does the statement of objectives sound to you?

- There has been lots of consultation so far -- not necessary to have ongoing consultation.
- Provide information about upcoming events and key milestones.
- We don't need a JAG-like group in the next stages.
- If a group is formed, it should be representatives of stakeholders. It should be small and representative, with one person as a community member at large
- The implementation stage will not require consensus.
- It will be important to leave the project manager to manage.
- The stakeholder group should suggest solutions, not problems; and make suggestions, not decisions.
- There must be a 2-way flow of information -- the implementing agency must be open with information
- The community should be able to give constructive input.

### 2. What are the most important factors or principles that should guide this process?

- The recommended options may not be accepted; if not, what ever is being done will need to be sold.
- The cleanup funding should be tied to larger Cape Breton economic development strategy -- perhaps one the involves infrastructure like highways and railroads.
- Tell community the big plan.
- Try to keep federal dollars in Cape Breton.
- Individuals need to know if their input went through.
- Ready to go -- get the job done; if it happens people will buy-in; people are tired.
- No voting or consensus -- that can't advance the process.
- Can't have diversions. People from Cape Breton are ready for a cleanup.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Where are we going? -- milestones, progress, problems that might affect the community; monitoring data; unexpected events.
- How are things going: progress, safety, steps for environmental protection and mitigation?
- Citizens should have the right to know.
- Use ads in newspapers, TV.
- Liaison committee - people can talk to their representative.
- Lots of groups could be involved -- churches, etc.
- There should be less demand for information, and more support for the project.
- There can be too much information.

## **Interview #10, continued ....**

- Some people will not be satisfied; the environmental community should be stakeholders -- give them time; not too much; then go ahead; they should have to make concrete recommendations.
- Long endless material does not get read.
- People will support progress.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- The community needs to have confidence in the contractors.
- Project manager needs to know if the project is having an impact on the community.
- What concerns do the community have?
- Announcements should be made in advance -- be proactive; avoid surprises.
- Web site -- two way flow of information; information out; gather opinions.
- Build relationships and trust.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Find the right level of information.
- Brought back to the next meeting.

### **6. Are there other comments or ideas that you would like to offer?**

- Connect the cleanup to an overall strategy for economic development.
- Move Sydney forward.

## **Interview #11**

### **1. How does the statement of objectives sound to you?**

- It took lots of time for people to trust JAG. Too many people wanted to delay.
- We need another forum to communicate with people and get public views.
- JAG has done a good job
- Don't have to have a forum as long as things are done well; could be done by the implementing agency.
- If we have a group, 5 people is lots. Need people who are knowledgeable.
- Chair of JAG has done a good job.

### **2. What are the most important factors or principles that should guide this process?**

- Clear, simple language should be used in all public communication. Too much information can hurt people because of a lack of understanding.
- I am not a chemist or engineer - I need to have this stuff explained.
- Project manager must provide the right information.
- Respectful environment

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Don't give people too much information. They need to know things like when the project will start, end, impacts of the process, and that there will be no health effects.
- Can provide via brochures, Web site, (keep things short and simple) presentations, newspapers; not everyone can use a computer.
- Don't use public meetings, they can be high jacked by people with other objectives; they are also subject to disruption by individuals.
- Have faith and trust in local representatives.
- Create a respectful and productive process.
- Give people information and explanations.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Work on the basis of dealing with the majority
- Role of elected officials -- keep them informed and they will be able to communicate comfort to participants and it will feed a positive community outlook.
- It is important that people in public roles admit it when they are wrong.
- Best way to contact people in Whitney Pier -- brochures and direct conversation.
- More input from people in surrounding communities. Give them a person they can talk to -- not a voice mail system.

### **5. How should feedback be provided to the community on how its views are taken into account?**

N/A

### **6. Are there other comments or ideas that you would like to offer?**

- Move ahead; keep people informed; give concerned citizens someone to talk with.

## **Interview #12**

### **1. How does the statement of objectives sound to you?**

- Keeping people informed is good, but too passive. Suggests a one way form of communication.
- Can have only one master for a major task... I am comfortable with that.
- The specific nature of the implementing agency will bring specific challenges: government department has political links; Crown corporation must work with a diverse board of directors; private sector is profit driven.
- All must ensure accountability, responsibility and ongoing communication.
- A Crown corporation would be like the health authority model: 6 community health boards, and a number of advisory committees for needs that require special attention (First Nations, mental health, addictions, new one coming for environment)
- “Great at passing, but short on receivers.” ... All components must be in place for the entire system for function effectively.
- Specific areas in the cleanup might be: considerations of people in the immediate area, transportation, receiving information about broader community comfort.
- Organization must understand its role and stay focussed.
- Partners (stakeholders) are required on many different levels.
- A committee structure will be required to do community engagement right.
- To be effective the implementing agency must run things by the committee before taking them out to the community; each issue should be managed based on openness with the Advisory Committee.
- Need to have credibility when you hit the bumps (when issues arise).

### **2. What are the most important factors or principles that should guide this process?**

- Important to ask for input on issues where the community can appropriately provide it.
- In health we ask if the system is consumer focussed (expect treatment) or consumer driven (can't ask for specific treatment).
- In site remediation we might ask is the system community focussed (best evidence) or community driven (what the public wants.)
- Advisory committee should have useful and reliable monitoring data.
- CEO must bring the organization along before information goes out to the public.
- Manage each issue through the advisory group.
- Have ambassadors and allies - keep the organization informed internally; keep up a flow of the right information.
- Correct rumour and misinformation through more than just official spokes persons - use ambassadors and allies. You have to have a number of ambassadors to validate.
- Advisory committee members can also serve as allies, ambassadors and resource persons -- get a coalition behind you, and respect their input. They will correct rumour and missing information, and put malicious people in their places.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Start by thinking about this in two ways:
  - what information the community tells you it needs (its interests) ... you can find this out through focus groups, polling, etc.
  - vision (what you want to achieve) and progress (what we are doing or have done to move toward our vision/goals).
- Report to the community -- make information available and it may not become an issue; report on key results, milestones, monitoring data, deliverables.
- Information can be shared through key interviews with the right spokespersons.
- Mechanisms can include: media, tours, newsletters, and quarterly mailings.
- Think of market segmentation ... different techniques for different segments.
- Residents in the area may require more attention.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Start by thinking about this in two ways:
  - one segment is the immediately affected, adjacent community
  - another is the community at large
- JAG did a good job of highlighting issues for the community at large -- the positive environment that has been created should be sustained.
- The base was not as strong for the immediately affected, adjacent community.
- When the agenda is community driven (rather than community focussed) don't pussy foot around -- be direct, honest, reasonable; don't create false hopes; ask "what do we need to give you in the way of information?" State that "If "X" happens, here is who you call."
- Provide a different level of attention and detail.
- Set reasonable deliverables; provide progress reports; explain delays; celebrate successes at milestones.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Have a process for response - make it routine, part of the process.
- Have a senior person return calls, take the time to do it. After awhile things will start to get done locally: staff will be empowered, and a culture of community focus will develop.
- Be visible in the community, take calls, attend meetings - repeat the message.
- We can build momentum when we acknowledge input.
- Is silence a sign of confidence?
- Monitor complaints; keep statistics.

### **6. Are there other comments or ideas that you would like to offer?**

- Inform the informal community leaders - advisory committee is good for this; let the informal leaders lend their credibility and aid in communication.
- "Patients hear what doctors say, but understand what nurses say."
- Quality of people is a major asset.

## **Interview #13**

### **1. How does the statement of objectives sound to you?**

- Sounds like what has been happening so far.
- The statement sounds static - interaction should be the focus -- its too passive.
- Community should have the opportunity to impact directions.
- Must be dynamic -- sounds almost like tokenism.
- Process must be visible, with emphasis on two way information flow.
- Future site use is a topic that will need a lot of interaction.
- Consistency will be important.
- Views must be heard and respected, and expressed back so that people know they have been heard; then they will feel respected, knowing their views will be taken into account.
- There should be a forum where community can express its views, ask questions and get answers; must be there from start to finish; talk to decision makers and take part in making decisions; can have an impact on the decision.
- The project has been started, now must be completed; a watchdog is useful.
- Project definition is coming up: community should be involved; if it is not done quickly, can have a negative impact on getting the EA process started; need community input into definition.
- Project information should be carried forward to the new model; there is a lot of information that has been collected to this point - written format and in people.
- Must include interaction. For every engineering question there are several choices - community should take part in making the decision.

### **2. What are the most important factors or principles that should guide this process?**

- Health and social impacts - mental and physical health, community wellness
- Inclusive
- Broad based representation
- Transparent - decisions not made in back rooms; shape government policy.
- Consensus driven
- Open and Honest
- Address Community and Individual Concerns
- Local Capacity-Building - where feasible work should stay in the community; there should training; benefits to future generations; community interpreters may have more credibility.
- Certain models of engagement can open government's thinking.
- Personal - volunteers can respond directly to needs or comments.

Interview #13, continued ....

**3. What information do you think the community will need? How should the implementing agency provide that information?**

- Dialogue: the community won't like all decisions; explain why; create confidence; get on with it.
- Three time frames to consider:
  - short (up to 18 months or so) - keep community informed
  - short-medium: CEAA process
  - long: major cleanup activities
  - Ongoing health issue - prepare community; give information; go to schools; use a Web site.
- The community should be totally informed.
- Over the next 2 years: education about the project.
  - components, all steps, safety, mitigation, how it will be carried out, how things will flow, there will be many smaller, ongoing decisions.
- People need to be confident that they will be protected.
- As the project starts there will still be decisions to be made.
- Web page hierarchy ... easy reading information grading into more technical material.
- Needs and abilities of the community must be considered.
- Totally informed means educating people.
- Future site use - forward thinking; focus on vision, on end result.
  - how will what is happening going to affect future site use? This must be kept in mind as a focus point, or like a filter.
- How ...
  - meetings where information is presented; help people understand. Especially good if government representatives are at the table.
  - secretariat: repository of information; knowledgeable people.
  - there should be a committee or body as an intermediary between the project manager and the community; senior levels of government must be part of it.

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- What is being planned for implementation is supported by the community; know what is of concern; know what information has been collected; do an information hand-off.
- Information flow is not enough. Focus groups that involve 20 people are not enough.
- Past process was highly interactive, with media getting out the issues. There was consultation and dialogue, and a strong knowledge base.
- Past process required understanding of complex issues because citizens developed solutions.
- There was empowerment and ownership.
- There are different needs in different parts of the community: First Nations, Pt Aconi, ...

## Interview #13, continued ....

- Must be meaningful, can't be lip service, must be sincere.
- Regulations and guidelines must be respected.
- It is good to have citizens involved in reviewing tendering documents and submissions ... this built confidence and trust.
- Use various methods; community has shown it can affect decisions.
- Interactive model: informed choice, working with partners, all in this together.
- An intermediate body can filter/funnel multiple public views; prevent the implementing agency from getting overwhelmed.
- Need to have community members at the table for decisions.
- Must have respect of the community.
- Respected, credible community members representing the larger community.
- Community must be part of the decision making process (not just informed.)
- Process must be continuous.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- An intermediate body to filter things through should serve to close the loop.

### **6. Are there other comments or ideas that you would like to offer?**

- Whatever form is there - have key government players meeting with the community ... senior government people.
- Government is paying the bill ... must demand accountability of the agency.
- Who is hearing the concerns? Must be someone important.
- Reasonable, knowledgeable people can continue on with the new agency/project manager as a downsized (smaller) group.
- Need a good person in the chair.
- Somebody must give information and get community views -- how will that be done?
- Openness and transparency are important; messages must be clear (no mixed-messages), here is what we collected, the groundwork is done.
- Do think a downsized version (of JAG) would work ... there might be some start up glitches, but it would get over them.
- Community engagement is time-consuming, messy, expensive, essential
- Look for learning and lessons even in negative perspectives.
- Community involvement must include involvement in decision making
- Need a small forum for community to raise concerns.
- Sometimes on a 1-1 basis people feel that concerns are heard.
- Some hard decisions will need to be made.
- People must understand that the project must go on ... need a less intimidating forum, people will need to make sacrifices for the greater community good.

## **Interview #14**

### **1. How does the statement of objectives sound to you?**

- The statement sounds OK.
- It should be a 2 way street
- Who represents the community?
- Some stakeholders and community members may want more information than others.
- We've got to get going with the cleanup, and soon.
- Information should be available for the community; nothing should be hidden.
- Information about the environment, emissions and impacts on individuals and the community.
- Workers need information - they should be considered a sector of the community.

### **2. What are the most important factors or principles that should guide this process?**

- The project should move at a good pace, and in the right direction.
- People should participate in a constructive manner -- not be disruptive.
- Community engagement should have representation from a good cross-section of the community.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- People need to be kept up to speed on the project: details, impacts, monitoring data.
- Make information available so that people can go to it - provides reassurance.
- Implementing agency should meet with community representatives in some form of small committee (10-15 members). Members would be representatives of stakeholder organizations or sectors, including workers. Residents of affected neighbourhoods should be represented. Not too many citizens at large.
- People on the committee should have some knowledge (technical/scientific), and have an idea of what is happening. Lay people can slow things down.
- The project manager should also do broad community engagement - using newsletters, press releases, and other methods, including a Web site.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- The project manager will need to know the concerns of different sectors of the community. Different groups will have different sensitivities. Bring them to the committee.
- Project Manager should have a PR person that community members can talk with. A Web site could also be effective.
- Don't reinvent the wheel ... models are out there. You can't please everyone.

Interview #14, continued .....

**5. How should feedback be provided to the community on how its views are taken into account?**

- Community members should get direct contact from a designated person with the implementing agency. Can sit and answer questions in person. This shows respect.
- Feedback may not always be what the individual wants to hear -- should do it even if they don't like the answer.
- Feedback should be given in a timely manner (asap.)

**6. Are there other comments or ideas that you would like to offer?**

- Get it started.
- There is a lot of skepticism out there.
- The sooner things get cleaned up, the sooner Sydney will get turned around.
- Information gathered so far in the project should be carried forward.

## Interview #15

### 1. How does the statement of objectives sound to you?

- Four streams: health, First Nations, environmental assessment and remediation.
- How will health studies be framed as community engagement is reconfigured?
- Cape Breton Regional Health Authority is focussing on wellness; must look at how communication takes place within the health structure.
- HC message: get health out of the project, except for the “health risk” component.
- Current litigation is an issue - need to use a risk communication approach.
- Funding is no longer available for retrospective studies.
- Options for remediation and community wellness are future focussed.
- What kind of health issues will be raised? Past process was health-risk focussed. Now we need to focus on health promotion.
- When health issues are not controlled, work will come to a halt - even site remediation. The health side is reasonably quiet now -- but that could change.
- The statement makes it look like a reaction from well informed folks who think that that past was not a good one.
- The MOU did talk about project implementation.
- It is a question of information vs. influence -- the statement puts government back in the lead ... back in charge. It seems like government did not like the influence.
- Federal perspective -- expressed in the Social Union Framework -- is that processes must be more community driven.
- It took guts for governments to bring forward the JAG process. International Association of Public Participation (IAP2) called it a “bold move.”
- In the absence of evaluation, it could be interpreted as government dissatisfaction.
- The statement does not show commitment to working in an interactive, cooperative manner; this would be seen as a regressive step.
- Do project activities have a bearing on community engagement? EDGAR and ROWG have not further role; HSWG and PEP might ... it could provide continuity.
- All issues are on 1 or 2 tables -- ExCom and JAG -- I am really concerned about continuity and messaging, especially with a streamed approach.
- Where will health issues be handled during remediation? We risk having different messages sent.

### 2. What are the most important factors or principles that should guide this process?

- A presentation was made to IAP2. They asked two questions:
  - Did we ask the community if it wanted to be involved?
  - Did you provide community capacity building?
- Contract with the community -- meet community needs and government needs.
- Did no training; did not connect with the MOU.
- Need an independent assessment of the JAG process - what worked, what did not.
- Legacy of previous process -- learning, assessments (EA, Health)

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Health Studies Working Group should use World Health Organization definition of wellness, well-being.
- Is it safe for my family? How far should we be from the site? What about noise?
- Health outcomes improve 10-25% once remediation starts.
- Curious people should be provided with information about what, when and how.
- Credible people ... doctors and nurses ... good test for government messages.
- There is an aura that the site is a monster, causes instant cancer ... we need to take some of the mystery out of this, and talk about true risk.
- The agency must have powerful communication skills and abilities.
- There needs to be a central community group that provides continuity and cohesion; without a dedicated community group, other groups can step in, and “spheres of influence will rise again.”
- There has not yet been an objective assessment of JAG. Lots of money has been put into community capacity building.
- A central community body would be a place where governments can speak.
- MOU wanted governments to speak with one voice -- to force governments to work together. Government messaging was solid --- get it together and respond.
- If there is a secretariat, it should be a place where citizens express concerns and get responses.
- The agency will be an operational entity, not a policy group. But policy issues will be important.
- Federal policy on contaminated sites was silent on public health and off site responsibilities.
- Precedent-setting decisions will require government input, oversight or leadership.
- Community engagement has 5 levels -- JAG model is #5 (the highest); government had no majority or veto. I don't see evidence to change the level of involvement.
- Was that workable? Do we want it in the next phase? Perhaps not exactly as it was, but the next process could be designed from the lessons learned, so there is not break in continuity.
- New model must avoid being too bureaucratic; the work of designated staff or a secretariat should be in support of volunteers; the needs of the volunteers and the community should be paramount; that is a big lesson for us to learn.
- Bona fide stakeholder groups should be invited to the table; citizen representation should be less than in the previous process.
- The press elevated and highlighted a few dissidents, giving the illusion of a break in solidarity and continuity. Maverick voices can have a great influence. The press could do a lot better.
- In addition to a community group use regular means - storefront, newspapers, etc.
- Specially target individuals in close proximity to the site ... use credible messages and messengers.
- It is important to see clearly the image of the agency.

Interview #15, continued .....

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- What is on the minds and hearts of the community?
- Don't want to manage communication through the media.
- We haven't developed a powerful community response. Experts were good.
- Use vehicles to get at the core issues in a credible way.

**5. How should feedback be provided to the community on how its views are taken into account?**

- It depends upon what the agency is -- engineering/technical focus? Will worry about health issues. Health is most challenging, imprecise and personal.
- How will the agency handle health issues?
- Relationship with CB Regional Health Authority must be strong.
- If health issue emerge, the project could be shut down.
- An onsite event is a risk -- who will respond? The agency? Handoff to the Authority? It must be a safe project.
- Don't see the convergence of the streamed issues so they can be managed efficiently. The product of non-convergence will be crisis management. There must be a cohesive approach.
- Feeling growing discomfort with the streaming of the system.
- First Nations stream is comprehensive -- it should include health.
- Health -- post-process studies will put health in a wellness context.
- Environmental Assessment will also have a health component.
- The remediation will have health issues.
- What happens to issues that flow out of EAs and the remediation? The Authority has not been asked to pay attention to those. We must ensure that they have a home.

**6. Are there other comments or ideas that you would like to offer?**

- In 1985 health was not the issue it is now across the country. Government is on a learning curve.
- The combination of streaming and no community body would result in difficult risk communication.
- Government could be pushed during EA in two areas -- chronic health risk, and cumulative impacts.
- It must be clear to everyone who is the official voice during the EA and remediation -- The agency, government or who?

## **Interview #16**

### **1. How does the statement of objectives sound to you?**

- No issue with that as stated - it is probably a reflection of next steps.
- Implementation should be less demanding; the previous step - developing solutions and options - was more rigorous.
- Now it is just a big project.
- Next steps will not require as intense community involvement.

### **2. What are the most important factors or principles that should guide this process?**

- Open and accessible: information is made available; citizens do not have to jump through hoops to get it; nothing hidden; moving ahead.
- Focus on the task at hand (don't get sidetracked).

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- What should be communicated: scope of the work (what is taking place); schedules; milestones; timelines; how the project will unfold.
- Safety - work must be done efficiently and safely.
- Future site use is an important topic for community engagement. Cleanup is a means to an end. Take the focus of doing into the future.
  - Information needs will be different for the general community and those closest to the site. Addressing both must be part of the communication plan.
  - The implementing agency should have a major communication component, including a strategy.
  - Process should be simple and non-bureaucratic.
  - A citizen liaison group would be useful. It should have stakeholder and citizen representatives, and be a conduit to the community (but not an exclusive conduit.)
  - The citizen group should not be a watchdog. It should maintain close ties to the project; not a large group, perhaps 8-9 people, a good cross-section - business, government, residents.
  - There should not be a secretariat (but wouldn't close the door). We need to define what the group will do first. Don't see a secretariat at this time.
  - Set up a project office - make it visible.
  - Other methods include a Web site and tours.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Engage early and find out what the community views are. What are their concerns and questions? Information should be open and accessible.
- Have a dedicated person(s) in the implementing agency who says "this is my job."
- The Agency needs people dedicated to PR and community engagement.

Interview #16, continued ...

**5. How should feedback be provided to the community on how its views are taken into account?**

- Absolutely ... feedback must be provided ... this is important.
- Concerns must be addressed, and in a timely manner.
- Acknowledge good ideas.
- The implementing agency must respond whether or not the idea is used, and if it is not, must explain why.

**6. Are there other comments or ideas that you would like to offer?**

- The project has had two false starts -- we need to get on with it and do it right.
- Two issues remain: costing, and which option is pursued.
- Must demonstrate ongoing physical activity -- worst enemy is nothing happening.
- A community engagement model should be tailor made for this process.
- There are not specific pieces of the present model which should be carried over.

## Interview #17

### 1. How does the statement of objectives sound to you?

- Generally agree with the statement - should be information exchange, not community partnership in making decisions.
- Community opinions should be heard by the implementing agency and media.
- Community can go to the media if their comments to government are not heard.

### 2. What are the most important factors or principles that should guide this process?

- Honesty in both directions is an important factor.
- Focus on goals, not private agendas.
- Build trust.
- Don't release information until it is well developed and close to ready.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Things that impact the community - health, safety, protection of the public.
- Scheduling, timelines, visible outcomes
- Long term impacts, how it affects them, when shipments will be made.
- Not who is paid how much, contract details, draft reports.
- What the site will be used for in future -- almost a separate process. This is a very good areas for community engagement.
- How -- citizen group, open houses, media, mail outs.
- Generally supportive of community group so people are familiar with the project.
- Citizen liaison group should be a sounding board for the agency: get information out in advance; meet over and over, communicate well, understand the process.
- Preference is for a group, following area ideas on structure and function:
  - group members must understand the scope and parameters of their role.
  - they should have a clear Terms of Reference.
  - the group should not be a filter for the comments of others.
  - it will exchange and receive information with implementing agency.
  - community agendas are especially important.
  - give the community group information early -- stay "ahead of the curve." (community at large will get information after through other methods.)
  - secretary/clerical support - not entrenched secretariat.
  - 12 - 18 members, - limited term, maybe 3 years (so they don't overstay)
  - broad/balanced representation -- age, gender, vocation, church, sector, service groups
  - want people to be representative of community, not just themselves
  - representation should include income levels, employed/unemployed
  - agency will continue to be able to communicate directly with community.
  - the chair should be a volunteer.
  - ability of group members to being in special guests.

## Interview #17, continued ...

- provide technical advisors who are paid by the implementing agency to provide advice to the community group - also for health and planning.
  - provide an independent facilitator who has the group's confidence.
  - status and recognition are important for the community group to have.
- The agency should give volunteers a profile and let them know that they are making a difference.
- money is not the issue -- they should be volunteer. Give them a nice, comfortable setting to work in.
  - provide training and capacity building for group members, perhaps each one could attend one conference per year.
  - should there be an embargo on draft reports at the committee level until their official release?

- Community members can cause long delays in projects -- don't give draft reports; give verbal reports and get verbal feedback.
- Must ensure in future process that people without knowledge are not able to gridlock the process.
- It is possible to provide the community with too much information.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Newspapers and media - negative stories hurt
- How will the public react to the agencies actions, progress - what is public opinion.
- Get community reaction to the information that has been provided.
- Find out what things annoy or concern people such as truck hauling, beepers, air monitoring.
- The public is the client. They should know a decision before it is implemented.
- Major decisions - will affect people's comfort with life, with the project.
- Recognize how different groups and individuals best receive information.
- Use a variety of tools; you can't do things too often like the workbook process; try presentations to community groups; bus tours; things that allow information exchange.

### **5. How should feedback be provided to the community on how its views are taken into account?**

N/A

### **6. Are there other comments or ideas that you would like to offer?**

- Past community effort was better than most had imagined.
- Liaison has been good.
- Challenge is how to effectively communicate with the community and get feedback.
- There is nothing that should be brought forward from the past process.
- Get feedback from a small, well-informed group -- feedback but not control.

## Interview #18

### 1. How does the statement of objectives sound to you?

- There is skepticism based on the past, however the statement sounds very reasonable ... would like to see it happen.
- Information has not always been timely or “right”; some decisions were made too fast ... more time should be allowed in future.
- Sometimes when community views are expressed, decisions are opposite. When this happens it is important to explain to the community how the decision was made -- how their ideas and concerns were considered, even if not used.
- Perhaps you should add to the statement “ ... and decision-makers will inform the community about how their information was used or not, and why.”

### 2. What are the most important factors or principles that should guide this process?

- Have a mechanism to report back to the community (close the loop.)
- Getting into the community to keep them well informed.
- Holding open meetings (access not restricted to a few people.)
- Meetings should be facilitated; need to have an agenda and move on (not hear the same things over and over); clear agendas, roles, outcomes.
- Keep people interested - this will not happen by hearing the same stories over and over at meetings.
- In future, the Black community should be represented by groups that have the ability to report back and keep the community informed.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Clear mission and mandate, structure and contact information (how they can link with the implementing agency.)
- Everything about the cleanup -- what, when and how -- general information.
- Most important area is Sydney -- more attention should be paid to those closest to the site and most impacted by cleanup activities.
- Sick of the negative portrayal of Whitney Pier; there are other areas closer to the Tar Ponds; media is not fair, it has too much power.
- Citizen liaison group
  - line up flow of information
  - must get the right mix of people -- but it is not easy.
  - who should be represented - community groups, business, environmental groups.
  - if it is well structured it will be a workable tool and have community trust - and a key factor in building trust will be open selection of members.
  - what will be the basis for selection? geography and sector are two factors.
  - should be a relatively small group, 12 - 15 people.
  - transfer information; serve as an early warning mechanism.
- Use multiple methods to insure information is received, such as newsletters and face-to-face meetings.

Interview # 18, continued ....

**4. What information do you think the implementing agency will need? How should it obtain that information?**

- Concerns of the community
- Any input regarding the information that has been provided by the agency
- A liaison committee could receive this information from the community.
- An internal liaison person, known by the community, who listens and ensures that feedback is provided.
- The agency must gain community trust.
- It will be judged by its actions:
  - provide information up front;
  - ensure early contact;
  - allow or encourage expression of views; and,
  - get feedback.
- The community was never clear on the rationale for moving residents from Frederick Street - to create a buffer zone, health concerns, or what?
- It was viewed that the squeaky (white) wheel got the grease.
- Residents on Tupper Street and Curry Lane, many of whom are Black, did not understand why others were given the choice to move and not them -- and drew racial inferences from the events and the way the process was handled and communicated.
- Who picked the line that separated those who would be moved and those who would not? It should have been offered to anyone who wanted it.
- Information about testing is important -- how is it done, where and what were the results. Again, there did not always seem to be a rationale for decision, or at least it was not well communicated.

**5. How should feedback be provided to the community on how its views are taken into account?**

N/A

**6. Are there other comments or ideas that you would like to offer?**

- Think about local employment -- try to keep money in the area.
- Think about what type of jobs will be created, and take steps to ensure that suitable training is provided for local residents so they can qualify for the work.
- Toward the end of the previous process information flow seemed to improve, especially around options and choices.
- Communication is the biggest obstacle and instrument.
- No one will ever say there is too much information.
- The community is fed up right now -- time to move on and get it done.
- No more dragging heels and squabbling over who will pay for the cleanup.

## Interview #19

### 1. How does the statement of objectives sound to you?

- Struggle with the word “right.” Otherwise the statement is reasonably clear and straightforward.
- There is an assumption that things have been transparent up to this point.
- “Right” is too general -- need a different word.
- This is what did not occur up to this point. Part of the community was unresponsive because of the ebb and flow of info between JAG and some member groups.
- It is a critical statement -- it implies urgency; information must be timely.
- Did not feel connected to the process - did not get the right information in a meaningful way.
- One body is critical -- don't need 45 organizations representatives at the table.
- Information must be accurate as well as timely.
- One body will provide focus for issues and information.

### 2. What are the most important factors or principles that should guide this process?

- The implementing organization should provide a calm and reasoned management style -- with a variety of expertise -- and the ability to deliver on the statement of objectives.
- Should not cater to extremism.
- Able to listen to and answer all views and then take a firm direction - the community wants this; the community needs honest and accurate information.
- Use local management and labour whenever possible to keep money in CB.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- A road map is needed to show direction from A -----> Z; show the main road; there will be some changes along the way. Here is where we are, and here is where we need to be.
- Get public input on simple choices backed by good information.
- The community has input; the organization makes the decisions.
- The process should be structured in intervals for evaluation; get information and input; rely on experts to develop opinions.
- Community input must be for a purpose. It must be relevant, and immediate.
- Build in community input/feedback and evaluate at specific points.
- The implementing body should have a manager and staff to handle community engagement.
- Use presentations and dialogue; maps can be very good; person to person is strong; need to communicate technical information directly; can use a forum or meeting; models can be very effective; site visits are good.

## Interview #19, continued ....

- Citizen liaison group can be used: it should connect with the designated manager.
- Convince groups to ensure that the right people are there.
- UCCB should be involved as a liaison.
- People asked to give a 1-3 year commitment; group should draw on the community for specific resources and capacities - specialized addition for a purpose.
- The group should get support from the Agency, but with some independence (a bit of arms length.)
- Give the group access to tools and a budget (set in advance to ensure certainty.)
- Use six month time period to focus on different issues.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- A large part of the community was thankful for coal and steel - but have now moved on.
- Post Syncs/Disco mind set -- know the history -- but don't be a prisoner of it, or a martyr to it -- go forward from it.
- The community needs calm, expertise, and reassurance from the implementing group.
- What structures and groups are powerful today? The implementing agency must know the demographic and the sectors, and understand where the power is.
- Solicit input from key people; know the community; elicit broad support.
- The information process can have public and private components.
- Individual contact is important. Need to be on the agenda.
- Networking with groups that have currency - give specific reasons for inviting others in.
- The process should be managed by implementing organization liaison staff.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Avoid shallow mechanisms ... talk back shows ... glossy publications.
- Develop a stakeholder database ... use written, personal responses ... letters.
- Take control of the information process to ensure accurate, timely information to the people who need it.
- Can't rely on the local media; the project is very political. Establishment organizations and publications won't get good information out.
- Need to understand the dynamics of the adjacent community, and to understand and attend to their special needs.
- Communication is critical and has to be relevant to the proximity to the site.
- There has not been a public cry to maintain the process as it was previously.

### **6. Are there other comments or ideas that you would like to offer?**

- Hope that someone takes control.
- Move beyond Syncs and Disco -- do it, and do it right.
- Successful remediation could be a symbol of change for the community.

## Interview #20

### 1. How does the statement of objectives sound to you?

- The process so far has been fragmented - need to think of the end use, the market.
- If people get locked in on one part and lose focus they get lost in the detail.
- The end result is a beautiful site that is useful to the community.
- Too much community attention to the chemical and technical aspects.
- “Right” information must include final use and the big picture -- give the community a clear road map.

### 2. What are the most important factors or principles that should guide this process?

- Principle -- restorative justice: the steel plant left a legacy of pollution, and the process must make up for that.
- Can this result in good, and contribute to the community?
- Governments should take special steps to enable community input about end use.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- Interim decisions should be made in the context of the final picture.
- The end goal is not getting rid of the sludge it is providing property that is an asset to the people.
- The type of cleanup will affect how the site can be used - critical decisions can limit the available options.
- Informed about what the implementing organization is doing -- the project phases, and progress toward the end goal.
- The onus is on the implementing organization to frame information well and completely, and help the community focus on the big picture.
- General community is not competent to make decisions on toxicity and risk -- let the experts do that; but the community has valuable insights on land use.
- The Point Aconi decision did have an impact on the community.
- We can criticize governments, but in the end citizens must trust them.
- In the consultation process - all solutions looked OK; my decision was based on end use.
- Use part of remediation dollars to develop the site after remediation takes place.
- In the previous process some group members did not represent anyone other than themselves. Place emphasis on the local community -- not all of Canada.
- Should pick major groups with well established constituencies.
- Fish and game groups should be included as “environmental.”
- Representation should be from CBRM - issue is not “alive” in Inverness -- in fact they resent it.
- Consultation group will have broad representation from community groups - it should be a forum to express opinion, e.g. Council of Churches (not Cdn Legion.) The group would not need to have 40 - 50 members.

## Interview #20, continued .....

- There should be representatives from Glace Bay and New Waterford.
- The group could make public statements.
- Implementing organization could talk through delegates, or newsletters or other vehicles.
- Members might be asked for a formal vote or expression of opinion.
- There needs to be eligibility controls: minimum membership numbers, and minimum number of years of in existence -- e.g. Rotary, Chamber of Commerce, etc.
- Elect an executive committee of 5-6 that has authority.
- Use the administrative services of a member group (on a 1 year rotation.)
- Social capital is high in CBRM (% of individuals who participate in community organizations.)

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Community values and choices (to be able to make tradeoffs -- A vs. B)
- What does the community see as an acceptable levels of risk?
- Know the community rhythms and activities to minimize risk.
- People can handle some level of risk.
- Implementing organization and Executive Committee (of community group) should meet; members will report back to their constituents.
- Opinions and information flow through networks -- both ways, in and out.
- The implementing agency should have a public relations office that issues regular press releases. PR officer can issue a regular report.
- Be honest and transparent with the press -- they are important.
- Don't think that forums (town hall meetings) really reflect community views -- I don't have much confidence in them.
- Should not be too difficult to get groups to volunteer - focus on the end result and make it exciting.
- Use Crown corporation model - it is arms length but is still government; people here are used to Crown corps' governments can sit on the board.
- There should be ongoing discussions between management or the implementing organization and the consulting group.
- Occasionally the consulting group could meet with the Agency board.
- Don't get the board into management. The consultation group is not a management group.
- This is an exciting challenge for landscape architects to design whole site with total integration -- land, history, culture, buildings
- Move to another level -- positive, exciting.
- There could be a mobile research centre located on the site and a museum to show the past and future of the site from a romantic and technological perspective.
- Get the consultation group beyond fighting and technical issues.
- Tar Ponds are more social and psychological than chemical.

## **Interview #21**

### **1. How does the statement of objectives sound to you?**

- More than information -- should be some community control of decisions.
- Who will make the decisions? Local community should have input because decisions should be based on cost plus short and long-term risk.
- Keep capacity and dollars in CBRM - legacy to the community.
- Change “inform” to “influence.”
- What will governments do -- take the community recommendations?
- CEAA meetings OK, but additional community engagement will be required.
- If government does not use the community recommendation this could create a situation of mistrust and we could be back where we were with earlier cleanup attempts. This potential delay would not be positive. There was a serious effort to engage the community through JAG. Let's move forward.
- All opinions were viable - need to go ahead so the community sees action.
- Keep people informed so they can provide knowledgeable views ---> trust.
- If there is a liaison group it should be smaller than the previous process.

### **2. What are the most important factors or principles that should guide this process?**

- Compensation -- don't expect volunteers to do the work.
- Representation -- good cross section -- medical, business, UCCB - close residents.
- Media awareness -- get them away from the sensational aspects of the file.
- Get objective information to the public - need a place for honest answers.
- Use neutral third parties for verification.
- Respect between the agency and the community ; the agency should hire a trusted community person.
- Learn from other processes around the world.
- Pay special attention to people living close to the site - provide aid, coaching - select someone trusted to assist them.
- Use plain language -- not jargon -- don't talk down to people.
- Social marketing uses the concept of “neighbourhood captain” (trusted person.)
- Consider intimidation factor when building a group.

### **3. What information do you think the community will need? How should the implementing agency provide that information?**

- Safety of the process is critical. There need to be contingency plans and worst case scenarios; should link with CBRM EMO plans.
- Understand variations and costs -- and possible risk of delay.
- Daily updates - good and bad; this will develop trust.
- Air monitoring data - community-based monitoring lets people be responsible.
- More information is better; provide a wide range from basic to highly technical.
- Implementation plan and schedule: keep in short, in point form
- Phone number that can be called and be answered by a real person.
- Web site - Confederation Bridge has realtime online monitoring data.

## Interview #21, continued ....

- Set up a downtown store front with a resources centre and person to answer questions; tours can be effective.
- If a committee is formed, it would need to be representative; one group, one person; with responsibility to report back; small enough to do the work, large enough to accommodate interested groups.
- Create a new group: new directions, new flavour; capture the knowledge and information in the existing process; representation: of groups/sectors, and geographic areas; process will be open to those who participated in JAG.
- It will be important for government to set out the scope of work for the group.
- The nature of the work would dictate the need for resources and support.
- Two models can be considered: total volunteer vs. providing some compensation.
- Most effective groups are composed of staff and volunteers.
- Must have dedicated resources for communication.
- Quality communication without “flash” can save money on design and print.
- The community needs to get technical information.
- The project manager should be local - this would increase community confidence. However, a manager from away might retain greater ability to be independent and not influenced by criticism and pressure. Should have full range of expertise.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- Labour force and skills should be drawn from the community.
- Residents trust other residents -- but now always people from away.
- Some people are afraid, others angry - all looking forward to action.
- Know community views and sensitivities, and elements of diversity.
- Keep as much of the cleanup dollars as possible in the community.
- Personal, real time, face to face

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Personal - letter; provide information, like minutes; use newspapers.
- Web page report concerns and actions so all can see what is happening.
- Get on with the project; providing feedback will increase the level of trust.

## Interview #21, continued ...

### **6. Are there other comments or ideas that you would like to offer?**

- This is not Canada's most contaminated site, there are lots worse. Need to get the message out and change the perception.
- Trust will be built by using community feedback; including implementing body.
- What role for elected municipal representatives? - keep information flowing; avoid misinformation; staff should sit on community group.
- Must be clear and transparent, and be seen to be clear and transparent.
- Provide clarity on schedule right away; government responsibility; no gap.
- Avoid domination or grid lock in the process; must be cohesive.
- All participants should be responsible for their actions; have a strong chair and a structured organization; cohesion; specific details of group role.
- Make special efforts to include people in the immediate area; open communication; lots of input up front.
- Have a physical place to go to, with real people and timely answers.

## Interview #22

### 1. How does the statement of objectives sound to you?

- It is inadequate. Also, don't believe it.
- People need to have the true facts; want everything up front including peer reviews.
- The public has the right to all the information and facts. To date this has not been acted on effectively.
- The statement should say the community "impacts" on decision instead of informs.
- This should be a democratic process and interactive process where information is exchanged and questions answered in a timely manner.
- The community must be taken seriously, and views should be reflected in the final outcomes.
- Discussion of alternatives in a timely manner; community has a right to be involved.
- Opportunity to hear and explore possible solutions suggested by community.

### 2. What are the most important factors or principles that should guide this process?

- Transparency: do things in the open, with all information available.
- Accountability: Initially JAG design was fine, but in the end not adhered to; became too controlled and autocratic.
- Consistency: rule structure, open so people can see what is going on.
- Respect: come to table as equals; not spoken to in a patronizing manner.
- Options in the workbook were hard to understand and the information was incomplete. Information should be able to be understood by average citizens in the community; the process felt like it was hurried.
- Must have the desire and ability to educate the public; information must be available on demand; community must be able to put forward ideas.
- Participants will need a basic understanding of technology.
- A community committee will need a support structure of its own.
- There should be mechanisms for evaluating the process; use principles as criteria; use various mechanisms; evaluate through dialogue; must make a difference.
- Dialogue must result in impact; joint planning is required to have a higher level of impact on decisions.

### 3. What information do you think the community will need? How should the implementing agency provide that information?

- No paid employees - only volunteers; government should not be at the table.
- Cannot have a situation where the polluter is the regulator.
- It is important to deal with this as a whole system situation.
- Need a structure where the whole community sits together without the proponent or government.
- Provide access to information; provide alternatives; make decisions; take action.

## Interview #22, continued ....

- Meeting minutes should be clear and complete.
- Community engagement must start before the project is defined in the environmental assessment (EA). The EA should be a full panel review.
- When consultants are used they should have the ability to remain neutral and professional, and not be swayed by governments.
- The community should have equal access to resources.
- What information is needed: technical studies; step by step project plan; milestones; timelines; need to diffuse fear.
- Who provides the information can be as important as the content -- trust.
- Thorough information, complete and uncensored; speedy answers to questions; technical knowledge about the process.
- Trust -- must treat the community with respect.
- There should be funding provided for citizen participation for items such as child care and independent research so the community can participate as equals.
- Guidelines should be consistent.
- Once the project is in motion it is hard to get changes made; need questions and answers before things start; EC and HC should be directly involved.

### **4. What information do you think the implementing agency will need? How should it obtain that information?**

- The implementing organization must know community fears and concerns.
- It must know the history of the process and the amount of knowledge and extent of understanding among community members.
- Separation of functions is best: polluter, regulator, remediator.
- Accountability - contracts must be issued openly and fairly in a transparent process, without political involvement.
- Implementing agency lead by one government department should not be the only government party responsible or involved in the cleanup.

### **5. How should feedback be provided to the community on how its views are taken into account?**

- Who will answer our questions; we want expert views in a timely manner.
- Do a small project first and do it well (e.g. coffer dam.)
- Start with small steps; build trust.
- There must be trust for aspects of the project handled by consultants.
- Interactive aspects of Web sites -- lots of information can be provided.
- Questions and answers are visible and open.
- Monitoring feedback will be especially important; project manager must demonstrate that monitoring is effective and open; real time results would go a long way toward building trust.
- Feedback needs to be multifaceted; should have discussions among diverse experts in a public forum.

Interview #22, continued ....

**6. Are there other comments or ideas that you would like to offer?**

- The community must have timely answers to questions and concerns.
- Hazardous waste incineration is not an option.
- People must know that their input will be meaningful and can affect change; see how they have made a difference; this builds trust.
- Get views across efficiently; as few meetings as necessary to do the job.
- Make resources available to the community.
- Separation of the roles of government; community involvement in design.
- People treated equitably and understanding how and why decisions are made, especially having to do with property remediation, relocation, etc.
- Move people from the area 3-5 blocks around the site and create a buffer zone.
- People's health should be protected.
- Debate should be encouraged to work through issues. For example, debate on technologies such as hydrogen reduction with project engineers, government representatives, community groups and companies would be good.