

**CIF #308**

# **Essex-Windsor Solid Waste Authority Communications Re-Launch**



Final Project Report, December 2014  
Essex-Windsor Solid Waste Authority  
CIF Project No. #308

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## EXECUTIVE SUMMARY

This is the final report for the project, “Communications Re-Launch” conducted by the Essex-Windsor Solid Waste Authority. The project goal was to analyse current communications, assess strengths and weaknesses, barriers to recycling and use findings to establish and build a more recognizable brand for EWSWA. A key deliverable from the communications re-launch was to link promotion and education to changes in the performance of the blue box program. The project was launched in May 2012 and completed in October 2013.

Waste Diversion Ontario – Continuous Improvement Fund (WDO-CIF) provided financial and technical assistance to EWSWA staff while undertaking this project. A promotion and education (P&E) strategy, which met best practice standards, was developed and implemented. A **consultant** was hired to conduct surveys with residents and rebrand EWSWA’s (logo, style theme, mascot, website, video, and other P&E materials).

The cost to complete this project was \$79,813.21. The Essex-Windsor Solid Waste Authority received a grant of \$49,678.55 from the Continuous Improvement Fund to assist in the implementation of: an updated website, web-based tools, a video, a smart board, and measuring and monitoring metrics.

As a result of implementing the Communications Re-Launch – the following qualitative deliverables were achieved:

- **Consultant:** Hired a consultant to analyze EWSWA’s communication materials, reports, research the industry in general, conduct a survey of residents, and develop a communications strategy/tactical plan to be put into effect in 2012.
- **New Logo:** Development of new corporate logo as well as corporate guidelines for the logo.
- **New Look:** Development of an updated “EWSWA” look (colours, styles, etc.) – to be utilized across all EWSWA media (website, print, e-newsletters, displays, promotional items, etc.)
- **New Slogan:**
- **New Mascot:** Creation of a new frog mascot (and logo) with a subsequent “Name The Frog” competition for kids. Corporate guidelines were developed for the frog logo as well.
- **Updated Website:** Development of redesigned EWSWA website with new navigation, google analytics, colours, style, etc.
- **New Website Address:** Creation of an easy to remember website address which mirrored the new “We Can Recycle More” slogan – [www.wecanrecyclemore.org](http://www.wecanrecyclemore.org)
- **New Video Tour of the Recycling Centre:** ‘A Day in the Life of Water Bottle Wally’ video was developed to illustrate to children how a plastic water bottle is recycled.

The following quantitative deliverables were achieved:

- **Increased Participation:** Recycling participation increase by 2.39%, for a total of 75.45% participation in the recycling program in Windsor/Essex County.
- **Increased Capture Rates:** Capture rates increased for all materials (with the exception of HDPE). The capture rate for all containers increased by 4.96%.

- **Increased Recycling Diversion Rate:** Recycling diversion increased to 36.2% (2012) from 35.1 (2011).

#### **Unexpected Outcome:**

Contamination **increased by 30%** due to the EWSWA re-branding and simultaneous “We Can Recycle More” campaign in conjunction with the delivery of a new, bigger blue box. This outcome was completely unexpected - as one of the objectives was to reduce contamination. Residents responded to the slogan ‘We Can Recycle More’ by recycling more of everything (toasters, shovels, toys, mobile phones, bricks, etc.). The EWSWA had to undertake a ‘mid campaign re-assessment’ to control contamination and ‘narrow the definition’ of the slogan “We Can Recycle More”. A secondary slogan ‘Keep’Em Separated’ was implemented in an attempt to mitigate the contamination issue.

#### **Key Learnings:**

When choosing a slogan, ensure that it is ‘carefully’ thought out and vetted outside of the ‘waste management’ organization and the creative agency. Use focus groups, or surveys for feedback regarding a new slogan. Assessing how residents respond to slogans and/or specific words can prevent the necessity of having to manipulate a campaign in mid-flight, or dealing with unexpected and undesired consequences (i.e. substantial increase in contamination).

During a campaign or communications re-launch it is absolutely imperative to have constant contact with operations, IT, and the front line staff, in order to assess if the campaign is having the intended/desired results. If not, it is recommended that the campaign be altered ‘on the fly’ in order to correct any problems or issues encountered. Staff should be ready to ‘massage’ the message if the results are problematic. If ‘unwanted behaviour’ is assessed quickly, action can be taken to counteract the problem.

For more information about the planning, implementation, or monitoring of this program, please contact Cathie Griffin, Community Relations Coordinator, Essex-Windsor Solid Waste Authority

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# 1 BACKGROUND INFORMATION

## 1.1 Municipal Information:

Windsor/Essex County's (WEC) population is 388,611, with 135,657 single family homes and 28,699 multi-res homes and is comprised of nine census subdivisions that are conveniently divided into the City of Windsor, and the municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, Tecumseh, and Pelee Island. The EWSWA reports through the Waste Diversion datacall in municipal group 2, urban regional, with a program net cost of \$3,895,976.87 incurred while marketing 28,436.75 MT recyclables. The Authority's annual P&E budget for the recycling program was \$135,500, \$125,000, and \$77,500 for the years 2012, 2013, and 2014 respectively.

- The City of Windsor is the largest census subdivision, accounting for 55% of the county's population. The City of Windsor and the municipalities of Amherstburg, Lakeshore, LaSalle, and Tecumseh, is one of the slowest-growing metropolitan areas in Ontario.
- The WMA had the 5<sup>th</sup> largest proportion of children in the population of all 33 CMAs (Census Metropolitan Areas) in Canada. One of the main reasons why the WMA has a large child population is the influx of immigrants with young children who have settled in the WMA in the past decade.
- More than 60% of the WEC population consists of non-movers (those who, on Census Day, were living at the same address as the one at which they resided five years ago).
- Windsor-Essex County's (WEC) population grew by 4.9% between 2001 and 2006. The fastest growing communities were LaSalle and Lakeshore.
- Baby boomers are the single largest population group in WEC. This age group makes up over 28% of the population. As baby boomers become older, the percentage of senior citizens in the population will increase dramatically.
- The population of WEC is younger than both the provincial and national populations. WEC is home to a higher proportion of children, and a lower proportion of senior citizens compared to Ontario and Canada.
- There are 74,000 children under 15 years of age in WEC. The communities of LaSalle, Lakeshore, and Leamington have the highest proportion of children in their population. In 2006, 13,600 children in WEC are from one-parent families.
- WEC is known for the diversity of its residents. Over 22% of WEC residents are immigrants, over 14% are visible minorities, and over 12% speak a non-official language at home.

## 1.2 Project Purpose

The Essex- Windsor Solid Waste Authority (EWSWA) experienced some challenges to our P&E program during the years preceding our communications re-launch / 2008- 2010. A suffering economy, high unemployment rate and a lengthy garbage /recycling strike had a negative impact on our recycling program. Tonnages were down, residential participation was low and box contamination was high. The EWSWA needed to reassess our P&E strategies, goals and tactics in order to increase residential participation, increase recycling capture rates and reduce box contamination through best practices. Residents needed to be re-educated on why recycling is important for them individually; in their community, and how simple and easy it is to do.

The purpose of this project was to establish and build a stronger more recognizable brand for EWSWA that would work well in multiple media channels, while generating new energy and interest in recycling via succinct and clear messages and visuals. Strong emphasis was placed on the re-education of residents regarding the benefits of recycling by rendering the message personal and motivational.

## 2 IMPLEMENTATION

### 2.1 Goals and Objectives

#### Goals

Our initial findings indicated a 'lack of awareness' of EWSWA as an entity or brand. Windsor/Essex County (WEC) residents 'recycled', but had no notion what organization was responsible for the collection. Residents overwhelmingly referred to one piece of communication material to answer all their recycling questions – the collection calendar. Any awareness of 'other' possible avenues of recycling communications seemed to be absent. Taking this information into account, and since we had an overall objective to increase participation rates, we determined our goals to be the following:

- **Create A Sub-Brand:** Create a sub-brand for EWSWA, one that motivates and communicates key messages of recycling benefits and underscores a call to action.
- **Renew Interest In Recycling:** Work towards creating new interest in recycling and ultimately a positive change in behaviour.
- **Renew & Refresh:** Update all of our communications to promote a fresh, energetic, vibe – current with the times.

#### Objectives

In keeping with best practices, EWSWA established objectives that are 'SMART' (Specific, Measurable, Attainable, Realistic and Timely). SMART objectives allowed EWSWA to clearly focus program tactics, activities and planning. The specific recycling program objectives for EWSWA during the period of 2011, 2012, 2013 were:

### **1. Increase Recycling Diversion Rate**

- Increase the household recycling diversion rate by 10% over a three year period. The recycling diversion rate in 2011 was 59%.
- Increase recycling 'capture rates' from participating households.
- Improve material quality, as well as reducing contamination.

### **2. Increase participation in the recycling program.**

- Increase the household recycling participation rate.
- Encourage non-participants to start to recycle.

### **3. Increase Use of Website**

- Website needed to be redesigned implementing up-to-date technology, better site navigation and incorporate a new, clean look.
- Google Analytics software needed to be incorporated for tracking features (i.e. visits, average visit duration, visits by keyword, etc.).
- Website URL (name) needed to be easier to remember. Our survey results indicated residents didn't know who the Essex-Windsor Solid Waste Authority was, therefore to expect the residents to be able to employ the acronym 'EWSWA' (in the website url) was unrealistic and unattainable.
- EWSWA's website in 2011 did **not** employ any type of 'analytic' software to track website metrics, therefore baseline data does not exist.
- Feedback received concerning EWSWA's website (in 2011), was that it was 'useless' because residents were unable to find what they were looking for – therefore they called the hotline to request information instead of utilizing the website.

### **4. Implement 'e-marketing' into EWSWA's operations**

- EWSWA had not yet entered into the 'e-marketing' arena in 2011.
- Website should employ use of social marketing and interfacing (i.e. corporate email, facebook, twitter, electronic newsletters, youtube, etc.)

## **2.2 Target Audience**

The largest group of the WEC population is baby boomers at 28% - plus WEC has the 5<sup>th</sup> largest proportion of children in the CMA's in Canada. Therefore the target audience will focus on women (as statistics confirm recycling skews toward women) with a slight emphasis on seniors and children.

Target audience of Windsor and Essex County (8 municipalities in total), specifically:

- Women / research confirms that recycling skews to women (ages 25-54)
- Kids (Windsor/Essex County has a higher proportion of children than most areas in Canada)

- Seniors / skewing women
- New Comers Green Living Advocates
- Students
- City and County staff and partners (contractors)

## 2.3 Messages Used

- We Can Recycle More – main message
- Keep’Em Separated – mid campaign reassessment as a secondary message to “We Can Recycle More”

## 2.4 Tactics Utilized (P&E materials)

Our initial findings indicated a ‘lack of awareness’ of EWSWA as an entity or brand. Windsor/Essex County (WEC) residents ‘recycled’, but had no notion what organization was responsible for the collection. Residents overwhelmingly referred to one piece of communication material to answer all their recycling questions – the collection calendar.

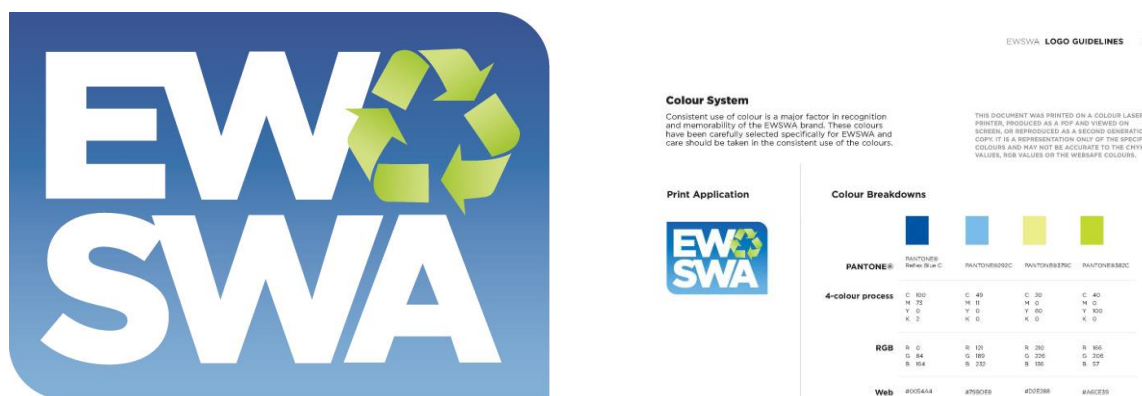
The tactics implemented were designed to establish and promote brand awareness, while providing residents with more than one avenue of information and communication.

### New Logo & Logo Guidelines

The consultant submitted various ‘mock ups’ for EWSWA staff to peruse. EWSWA was looking for a fresh, updated logo with vibrant colours, but wanted something that did not differ too dramatically from the original. EWSWA requested that the new logo be accompanied by a ‘corporate logo’ guideline, to specify the colours, size, print applications, web applications, positive/negative positioning, etc. for logo utilization. Basically, the purpose of the guideline is to act as a safeguard to ensure that the logo has ‘continuity’ in appearance across multiple media platforms, which is an important step in brand recognition.

EWSWA staff carefully chose the colours that were utilized in the logo, as they would eventually serve as the ‘colour palette’ for EWSWA’s new look.

**Figure 1. New Corporate Logo & Insert of Logo Guidelines**



## New Look

Once the new logo had been selected, the consultant developed a fresh, new 'look' for EWSWA. The updated 'look' incorporated the colour palette from the new logo as well as a 'swoosh' which serves a design element, but also plays into the establishment of a 'brand' – the repeating pattern and colours will be associated with EWSWA and start to promote brand recognition.

The new look was designed to be employed across all aspects of the organization:

- Business Cards
- Letterhead
- Invoicing
- Website
- Print Materials
- E-Newsletter
- Facebook
- Promotional Materials

**Figure 2: New EWSW Look (Business Cards)**



## New Website

The new logo, colour palette and design elements were applied to the new website promoting continuity in the appearance across all media platforms to establish the brand.

Heavy emphasis was placed on the establishment of a simple, easy to use navigation panel in the website to allow residents to easily locate the information required. Google analytics was built into the website in order to track website hits, visit duration, key words, etc.

Also incorporated in the new website; e-newsletter, contact us form, search function, front page posts, and the ability for multiple staff to 'edit' and post items (reports, pdf's, etc.) to the website.

Website averages 2091 hits per month.

**Figure 3: New EWSWA Website**



### **New Slogan**

A new slogan was created for EWSWA – We Can Recycle More. The slogan was designed to appear on all print literature, the website, promotional items, print ads, radio ads, etc. The slogan was chosen because it was simple, easy to remember and the message clearly indicated the ‘ability’ to recycle more.

In hindsight, the slogan should have been subject to residential surveys, or focus groups, as it proved to have an unexpected result – increased contamination because residents were ‘recycling more’.

### **New Website Address**

The survey results indicated that residents did not know who the EWSWA was – at all. Therefore, to assume that residents would be able to remember the acronym ‘ewswa’ in order to find the website was unrealistic. The consultant established a ‘second’ website address [www.wecanrecyclemore.org](http://www.wecanrecyclemore.org) which mirrored the newly chosen slogan. This was another small step in establishing the brand.

The original website [www.ewswa.org](http://www.ewswa.org) is still in place, the EWSWA now has two website addresses that direct the resident to the same place.

### **Enviro Tips Newsletter**

EWSWA employed their print newsletter (circ. 146,000) to notify residents of the new website, new mascot, new slogan, surveys, facebook, e-newsletter etc. Enviro Tips is delivered directly to the door via Canada Post. It is delivered to single family homes, and apartments in Windsor/Essex County.

## E-Newsletter

EWSWA developed an e-newsletter in order to quickly, efficiently, and economically email information to the public. Although it was employed, it was not heavily promoted. In order to direct traffic to an e-newsletter, incentives are recommended (i.e. coupons, or free promotional products, exclusive invitations, etc.). EWSWA did not have adequate staff to heavily promote and offer incentives during the time period reported.

Constant Contact provides the subscription based software. Subscriptions fluctuate daily, but have remained at a relatively constant average of 200.

## Facebook

EWSWA established a facebook account, and has been sharing information since the fall of 2011. EWSWA uploads information on a regular basis but, did not and has not, heavily promoted facebook.

## Twitter

EWSWA had initially decided to enter into the 'Twitterverse' and registered @ewswa.org. However, due to staff time constraints and Twitter's necessity for immediacy, it was determined that EWSWA would delay promoting this aspect of social media, and decided not to 'tweet' until corporate parameters had been established.

**Figure 4: New EWSWA Facebook Page**



## Create A Mascot

The consultant created a mascot for kids (as kids tend to relate to living things). Several mascots were tested, and the mascot chosen (by a classroom of children) was a green frog. The frog presented an energetic, happy impression and the kids reacted in a positive manner.

EWSWA requested that the new frog logo be accompanied by a 'corporate logo' guideline, to specify the colours, size, print applications, web applications, positive/negative positioning, etc. for logo utilization. Basically, the purpose of the guideline is to act as a safeguard to ensure that the logo has 'continuity' in appearance across multiple media platforms, which is an important step in brand recognition.

**Figure 5: Philmore the Frog**



## Name The Frog Competition

In order to promote 'ownership' amongst the kids, EWSWA designed a 'Name The Frog' competition. The competition was announced in the Enviro Tips newsletter (circ. 146,000), and the children were directed to the new website to submit an 'idea' for a name for the frog. One hundred and ninety submissions were received, with 'Philmore' selected as the name of choice.

The winner received a \$50 gift card to Toys R Us, and a few EWSWA promotional items.

The reason EWSWA directed the 'Name The Frog' competition traffic to the new website was twofold:

- In most cases the parents and the children will visit the new website together in order to submit an entry. Parents will be introduced to the new, easy to use EWSWA website.
- By taking 'action' the children were participating in social media, which helps to promote positive behaviour change by engaging in a fun activity.

## New Video

For many years, EWSWA staff performed 'school presentations' (utilizing powerpoint), called 'A Day In The Life Of Water Bottle Wally'. This was a 'slide show' display of how our MRF functioned (since school tours are not allowed while the MRF is operational).

EWSWA in conjunction with the consultant designed and developed a video to bring Water bottle Wally to life. The new video featured Philmore the Frog (animated) and demonstrated how a water bottle moved from the recycle box, through the MRF, and out to market.

The children love the video – they clap and cheer for 'Philmore The Frog' – every time. The video is available on YouTube, the EWSWA website, and the Greater Essex County District School Board's website.

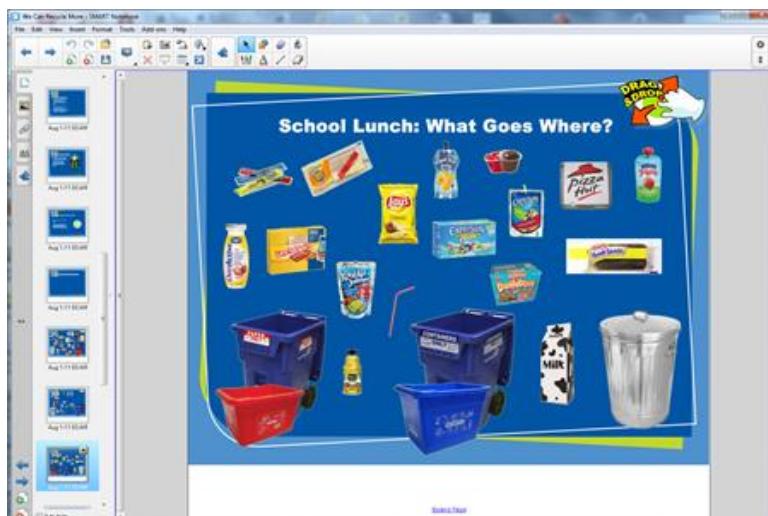
## Smart Board

In order to provide an 'interactive, hands on' experience for children while promoting recycling, EWSWA decided to purchase a SmartBoard. In order to effectively use this new technology, EWSWA had to accomplish the following:

- Train staff on 'smart board' technology, thereby enabling EWSWA to prepare 'smart board' presentations to classrooms.
- Develop and design tools and resources for teachers and students based on best practices.

EWSWA developed a SmartBoard presentation titled 'We Can Recycle More'. It is an interactive activity and allows the kids to actively participate in the lesson, while conducting a 'school lunch' waste audit - electronically.

**Figure 5: Smart Board / Lunch Audit Lesson**



## Footprint Calculator

In order to provide an 'interactive, hands on' experience for kids, teens, and adults on the EWSWA website, EWSWA decided to design and develop a footprint calculator. The premise revolved around the concept of encouraging participants to answer ten environmental questions and the calculator would provide feedback as to the size of the footprint (how many natural resources the participant was consuming).

EWSWA's vision and the available budget were incompatible. Understandably, the footprint calculator had to be modified to fit the available financial resources. The result was a 'pared down' version of what was initially envisioned.

In hindsight, in order for EWSWA to realize the proposed 'vision' a far more substantial budget was required, as well as a yearly budget allocation to update the calculator. It should also be noted that only certain agencies employ the staff who have the required expertise to design and develop this type of technology.

**Figure 6: Footprint Calculator**



## School Poster

A private waste audit conducted in the school board determined that there was considerable contamination within the recycling streams. In addition, EWSWA staff found that teachers, principals, and custodians were inadvertently spreading misinformation about the recycling program. School recycling posters were designed to clearly illustrate all the waste streams – what should go where. These posters were distributed to all the schools via internal school board mail. The posters had a positive impact. Teachers were no longer fighting over 'what goes in the recycling boxes' as it was clearly specified on the poster.

In 2013, the GECD SB requested that the EWSWA design new school posters for the school board in order to mass distribute them. EWSWA lacked the budget necessary to provide posters on such a large scale. EWSWA partnered with the school board, with EWSWA providing the design and the GECD SB providing the funding. The new posters were designed based on the 2012 'original' school poster, designed for the Communications Re-Launch.

Figure 7: School Recycling Poster



## 2.5 Budget

**Table 1. Communications Re-Launch Budget**

	Cost
<b>Website &amp; E-Marketing</b>	
Logo & Corporate Refresh	\$4,000.00
Website Design Update	\$4,510.00
Population of Website	\$5,510.30
Website Updates	\$702.14
<b>School Curriculum</b>	
Video	\$10,000.00
Smart Board	\$1,374.35
School Presentation Observation (by consultant)	\$772.50
Development of Frog Mascot & Logo	\$2,707.00
Fotolia / Stock Photos	\$679.00
<b>Web Based Tools</b>	
Foot Print Calculator	\$4,200.00
<b>Measuring &amp; Monitoring</b>	
Waste Audits	\$25,811.48
Brand Audit, Industry Research, Development of Survey	\$4,727.50
Survey, Database, Phone Interviews	\$5,000.00
Survey Participants (Tim Horton's Gift Cards)	\$400.00
Survey Results, Audit of Media, Audit of Website	\$3,125.00
Subtotal	<b>\$73,519.27</b>
Non Refundable Portion of HST	\$1,293.94
Total	<b>\$74,813.21</b>
<b>Final Report</b>	
Final Report	\$5,000.00
<b>Grand Total</b>	<b>\$79,813.21</b>

## 3 RESULTS

### 3.1 Tracking Methodologies Used

The EWSWA employed various tracking methodologies to establish baseline data, and to obtain residential feedback regarding the recycling program. The tracking methods are broken down into pre-launch, mid-launch and post launch of the new communications branding.

#### Pre-Launch

**Baseline Audit (2011):** This audit provided the baseline data. The audit consisted of an audit and a participation survey.

- 100 houses were audited, and 444 houses were included in the participation survey

The participation survey monitored both 'set out' and 'fullness' data. The audit was outsourced to AET, with AET being given explicit instructions as to parameters of the audit. The final report was submitted in August 2011.

**Brand Audit (2011):** In order to assess the state of EWSWA's current communications with the goal of providing a brand audit, the consultant perused EWSWA's website, print literature, and all other forms of residential messaging. The consultant visited the EWSWA facilities and attended a school presentation, as well as researching the waste management industry in general.

#### Residential Recycling Tonnages

Tonnages from the scale are tabulated utilizing Geoware software on a monthly basis.

**DataCall (2011):** The datacall information will be able to provide an accurate diversion rate for 2011.

#### On-Line Sign Up Survey (2011):

An advertisement appeared in the Fall 2011 Enviro Tips newsletter (circ. 146,000). The ad directed residents to go to the EWSWA website to register to participate in a 15 minute phone survey. If they were selected and they completed the survey the participant would win a \$20 gift card from Tim Hortons. Nineteen residents were selected to participate in the survey, and all nineteen completed the survey and received the \$20 gift card.

Survey consisted of 25 questions regarding recycling in Windsor/Essex County. The results indicated while all the respondents recycled, the answers varied dramatically as to what materials the participants were recycling, and what they 'thought' they could recycle. Not one of the participants knew who collected their recycling. EWSWA had absolutely no 'recognition' at all. 84% of the respondents used their collection calendar for recycling information and only one used the EWSWA website regularly.

### **Assessment Based On EWSWA Telephone Survey**

EWSWA will focus on branding and creating a corporate identity.

EWSWA will move forward with new website design, as well as implementing a corporate email account on the new website – [ask@ewswa.org](mailto:ask@ewswa.org) – for email inquiries. EWSWA will also incorporate an easy to use 'contact us' portion on the website. An e-newsletter will be established, resting on the front page of the website to encourage participation.

EWSWA will continue to use both the collection calendar and Enviro Tips (print pieces) to reach the public. Changes to our programs will be advertised in the collection calendar.

### **Ipsos Reid Survey / November 2011 (in partnership with the City of Windsor):**

During the Ipsos Reid Survey, 300 telephone surveys were conducted, participants were randomly selected, and they were all over 18 years old. The results indicated that:

- 95% were aware that W/EC offered a recycling program
- 10% indicated that they wanted improvements to the recycling program (more materials, weekly collection)
- 88% indicated that they always recycle, 9% indicated they sometimes recycle
- 56% indicated that they are recycling all they can, 33% indicated they could do better, 7% indicated they could do a lot more, and 3% indicated they do very little recycling
- 84% indicated that they separate recycling from garbage materials, 11% indicate they sometimes do this
- 58% indicated that they are very satisfied with the recycling program, 35% felt it needed improvement

### **Assessment Based On Ipsos Reid Telephone Survey**

Based on the results from the Ipsos Reid Survey, EWSWA will redesign advertising message to clearly indicate what can be recycled – and in which box. Residents will be encouraged to recycle, emphasizing the fact that recycling does make a difference. Communications will also explain why the separation of material is so important to the EWSWA program.

### **Mid- Launch**

After extensive discussions with the operational staff at the MRF, it was determined the communications re-launch had resulted in an unexpected consequence – the contamination rate had skyrocketed. Operational staff had to pull toasters, cell phones, bricks, plastic chairs, frying pans, blenders, etc. from the recycling stream in order to prevent processing line break downs at the MRF. Communication staff quickly changed the advertising message in mid-flight to counteract this outcome.

- We Can Recycle More, was still kept as the slogan but the text 'mixed plastics' was added to narrow the definition of We Can Recycle More.

- A sub campaign of Keep'Em Separated was also implemented to illustrate the need to keep the container and paper streams separated.

## Post-Launch

### **Datacall (2013):**

The recycling diversion rate in 2013 was calculated to be 36.69%, which is an increase from 2011 (35.1%).

### **Audit (2013):**

This audit provided the comparative data. The audit consisted of an audit and a participation survey.

- 100 houses were audited, and 444 houses were included in the participation survey

The participation survey monitored both 'set out' and 'fullness' data. The audit was outsourced to AET, with AET being given explicit instructions as to parameters of the audit. The final report was submitted in August 2013.

It should be noted that when hiring a company to perform an audit, there needs to be parameters and deliverables set for both the audits in advance of the audits. Staff can change, and if this happens, having an explicit set of parameters and deliverables for the audit will help both the new staff person as well as the audit company produce/receive the final report expected.

Captures rates increased across the board with the exception of HDPE. Contamination also increased by 30%. Participation increased, as did diversion.

### **Residential Recycling Tonnages**

Tonnages from the scale were tabulated utilizing Geoware. Tonnages received in 2013 were 28,378.12 versus 27,385 in 2011. Recycling tonnages increased.

### **Google Analytics**

The new website featured Google Analytics which allows for various methods of tracking. EWSWA's new website averaged 2091 hits per month, with a total of 25,096 hits in 2013. The average visit was 1.86 minutes, which indicates that residents quickly found the information they were seeking and moved on.

New website received a lot of positive feedback – residents indicated the website was easy to use, the navigation menu worked well, and reported success in 'finding' the information required.

- Front line staff reported that incoming phone calls have decreased by 25%, however there is no empirical data to support this observation.

## E-Newsletter

The EWSWA utilized an e-newsletter (provided by Constant Contact), and encouraged residents to sign up for this feature. Residents were slow to subscribe initially, but subscriptions increase every month. When EWSWA issues an e-newsletter, the average is 50% 'opens' – which indicates the e-newsletter email was opened by 50% of the subscribers.

## Name The Frog Competition

EWSWA directed 190 children (ages 5-12) to the website by promoting this competition. Both children and parents emailed on a regular basis (to find out if a winner had been selected) until the final results were announced via Enviro Tips (circ. 146,000) and the website.

## School Presentations

EWSWA conducted 34 school presentations to a total of 7,020 students in 2011. In 2013, EWSWA conducted 61 presentations to a total of 9,215 students. Student feedback was extremely positive towards both 'Philmore The Frog' (mascot) and the new video – every presentation in 2013 featured the 3 minute video. The EWSWA also presented at an 'Eco School' conference in 2013, attendance was 1,000 people comprised of students, teachers, and principals. Feedback was very positive, the students, teachers and principals were amazed at the video and how everything is recycled.

**Table 3: Tracking Methodology / Ease of Use**

Tracking Methodology	Data Collection Point	Comment
Audit	AET / staff	Expensive, time consuming
Weigh Bills	Geoware on scale	Easy
Google Analytics	Website	Easy
Video	Website / School presentations	Easy
E-Newsletter	Constant Contact (website)	Easy
Facebook	Website	Easy
Name The Frog Competition	Website	Easy
Emails	Website	Easy
Enviro Tips (print newsletter)	Telephone / Email	Easy

## 3.2 Measured results

**Table 4: Measured Results Comparison: 2011 vs 2013**

Tracking Methodology	Data Collection Point	Timeline	2011	2013
Diversion (Datacall)	Scales/ Geoware	Yearly, spring	35.1	36.42
Recycling Tonnage	Scales/ Geoware	Monthly, yearly	27,385	28,378.12
Recycling Contamination	Audits	2011 / 2013	4.25	5.54
Website usage*	Hits per month	Monthly, yearly	N/A	2091 /mth avg / 25,096 year
E-newsletter	Constant Contact	Total subscriptions	N/A	190 / 50% 'Opens'
School Presentations			7,020 students / 34 presentations	9,215 students / 61 presentations
Corporate Emails	Website	Daily	391	575
Name The Frog	Website/Email	Total		190
Video	YouTube / School presentations	Daily		224 (youtube) / 9,215 students

\* The old website did not employ any analytic tracking functions. No data exists for # of hits, etc.

**Table 4. Capture Rate Comparison Chart** (based on audit results)

	2011	2013	% Change
<b>Containers Capture Rate</b>	<b>59.07</b>	<b>62.00</b>	<b>4.96%</b>
PET Bottles with liquid	-	19.41	-
Pet Bottles without liquid	68.59	71.34	4.01%
HDPE Bottles	62.33	62.16	-0.27%
Plastics (Mixed Plastics, tubs, jugs)	31.99	36.08	12.79%
Milk Cartons & Tetra Paks	61.79	68.91	11.52%
Aluminum Food & Beverage Cans	72.32	72.72	0.55%
Aluminum Foil & Foil Trays	5.32	12.17	128.76%
Other Recyclable Materials (empty aerosol, paint, steel cans)	58.41	66.59	14.00%

Glass Food & Beverage Bottles/ Jars	68.04	71.40	4.94%
<b>Fibre Capture Rate</b>	<b>73.22</b>	<b>72.58</b>	<b>-0.87%</b>
ONP (incl. junk, magazines, directories, books)	83.65	85.84	2.62%
OCC (corrugated cardboard)	84.46	88.46	4.74%
OBB (boxboard)	56.53	62.90	11.27%
Mixed Paper (incl. mixed fine, kraft, molded pulp)	25.88	44.07	70.29%
Composite/Spiral Wound	-	52.99	-
Overall Capture Rate	69.09	69.22	0.19%
<b>Recycling Participation Rate</b>	<b>72.75</b>	<b>74.49</b>	<b>2.39%</b>
Recycling Contamination	4.25	5.54	<b>30.35%</b>

### 3.3 Analysis of program

#### Achievements

Although EWSWA did not achieve a 10% increase in diversion – diversion did increase, which considering the starting point of this project – is considered a success. Recycling participation increased by 2.39% and capture rates increased in almost every material (*exception HDPE*). Recycling tonnages increased, and EWSWA experienced a decrease in cross contamination, although general contamination increased by 30%.

The EWSWA is becoming more of a recognizable brand, with increased recognition by the public. This is a slow process and the effort has to consistent.

The new website is functional, attractive, and being utilized by the public. E-newsletter subscriptions are increasing slowly, but always increasing.

Philmore The Frog (mascot) was very well received, school presentations increased, and the total number of students presented to – increased by over 2,000.

The video was extremely well received, and is serving as the platform to produce another video.

The Smart Board is an excellent tool to provide interactive lessons for children. Training on the Smart Board software is required, but once properly trained, interactive lessons can be produced quite easily.

## Unexpected Outcomes

**Increased Contamination:** Contamination **increased by 30%** due to the EWSWA re-branding and simultaneous “We Can Recycle More” campaign, in conjunction with the delivery of a new, bigger blue box. This outcome was completely unexpected, as one of the objectives was to reduce contamination, and the EWSWA had to undertake a ‘mid campaign re-assessment’ to control contamination and ‘narrow the definition’ of the slogan “We Can Recycle More”.

**More of Everything:** Residents responded to ‘We Can Recycle More’ by recycling more (toasters, shovels, toys, mobile phones, bricks, etc.). Not only did they recycle more of the correct items but they recycled more of everything (including items that are not collected at curbside in our program).

## Key Take Aways

**Slogan Selection:** When selecting a slogan for a major campaign, employ residential surveys or focus groups in order to garner feedback concerning the slogan. The public’s response to a slogan or certain text can be surprising and possibly unwanted. Choosing a slogan for a major campaign without vetting it outside of the waste management organization first can lead to some unexpected, unwanted or possibly disastrous results.

**Public Response:** It is imperative to constantly assess your communications and be able to make necessary changes in mid-campaign (i.e. reassessing and redesigning the message if initial results are unexpected or unacceptable). The only way to correct a potential issue with communications (the message) is by knowing how the public is responding to the campaign – immediacy is key.

**Look/Style/Theme:** The ‘look’ and ‘style’ of all media (print, electronic, promo, etc.) should be consistent. This is very important to branding. Develop a corporate look, and consistently utilize the ‘look’ across all methods of communication.

**Website:** A corporate website needs to be constantly updated and ever-evolving, an organization cannot have a ‘status quo’ attitude in this age of technology. It is important to include adequate website resources into the yearly budget.

## Planning A New Campaign – What Would EWSWA Do?

**Research:** Prior to implementing any media, or selecting any slogans/creative, EWSWA will employ focus groups, surveys, and more research. It is very important to ‘listen’ to the public regarding their perceptions – the internal ‘musings’ of an organization should not be considered as ‘accurate’.

## Ideas EWSWA Would Do Again

**Video:** The video worked very well in our community. It has been passed around to all the local environmental organizations and the feedback is very positive. It has been instrumental in illustrating how the EWSWA MRF functions (for kids and adults alike). Many have never been inside a MRF and they find the video very educational. EWSWA does not conduct tours of the MRF – so this was a much anticipated tool for EWSWA.

EWSWA garnered such positive feedback and interest in the 'A Day In The Life Of Water Bottle Wally' video, plans for another video are currently in development. A video is an easy way to visually represent a 'recycling tour' or a 'landfill tour' – something that may not be possible otherwise. EWSWA found this to be a very worthwhile venture.

**Mascot:** The children loved Philmore the Frog. This idea proved highly successful. Over 9,000 school kids have watched 'Philmore The Frog' and the video tour of the MRF.

### **Ideas EWSWA Would Do Again – With Reservations**

**Social Media:** (Facebook, Twitter, E-newsletter, etc.) can be slow to start unless the organization has a dedicated staff working on a regular basis to encourage participation. It is recommended that incentives are offered to direct traffic to the Facebook page, e-newsletter, etc. Some incentives would be coupons for discounted merchandise being offered in e-newsletter (sign up to receive valuable coupons), special offers, exclusive invitations, etc. Social media requires immediacy thus 'staff time' is required.

**Caveat:** Twitter was a no-go for EWSWA in 2011 – we didn't have enough 'timely' information to present, nor did we have the staff time. Although in speaking to the communications staff at Parks Canada they indicated that Twitter was working extremely well for them in the capacity of notifying followers of 'bird sightings' at our local national park. Birders love it.

EWSWA will reconsider Twitter once corporate parameters have been established and a staff person has been 'assigned' to the task.

### **Ideas EWSWA Would Never Do Again**

**Footprint Calculators:** Footprint Calculators are time consuming and very expensive. This is an idea that EWSWA will not consider again, UNLESS the necessary budget is approved and adequate staff time has been allocated. Only a few creative agencies have the staff expertise to develop and design the code, and algorithms necessary to create a great footprint calculator – and this comes with a substantial price tag. In addition, yearly updates must be added in the budget in order to keep the calculator current and interesting.

### **Communication Plans – Will They Be Used In The Future?**

**Yes:** EWSWA is in the process of drafting a 3 year plan /2015-17 incorporating all of the lessons learned. EWSWA is also using the lessons learned to develop a Strategic Direction Plan for all programs (Recycling, Organics, MHSW, etc.).