

CIF #624.4

Essex-Windsor Solid Waste Authority

Promotion & Education To Support Mixed Plastic Implementation



Final Project Report, June 2015

Essex-Windsor Solid Waste Authority

Cat Griffin / Communications Specialist

CIF Project No. #624.4

Acknowledgement:

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EXECUTIVE SUMMARY

This is the final report for the project, “Promotion & Education To Support Mixed Plastic Implementation” conducted by the Essex-Windsor Solid Waste Authority (EWSWA). The project goal was to support the addition of mixed plastics to the recycling program, as well as the distribution of a new larger Blue Box to every residential home in Essex-Windsor, through the design and development of a comprehensive promotion and education campaign. The project was launched in May 2012 and completed in October 2013.

The Continuous Improvement Fund (CIF) provided financial and technical assistance to EWSWA staff while undertaking this project. As a result of the development of a promotion and education strategy featuring best practices for the implementation of mixed plastics, **the following quantitative deliverables were achieved as measured through 2011 & 2013 waste audits completed by EWSWA or marketed tonnes:**

- **Increase in Mixed Plastic Capture Rate:** A 12.76% increase in capture rate in mixed plastics (audit)
- **Increase in Diversion Rate:** Increase of 3% diversion in recyclable containers (59% vs 62% - audit)
- **Mixed Plastic Tonnage Increase:** There was a 25.4% increase in mixed plastic tonnage (2011 vs 2012). An additional 97 tonnes of plastics were recycled.
- **Increased Participation:** Recycling participation increased 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).
- **Traffic Redirect:** EWSWA redirected traffic to the new website (alleviating an estimated 25% portion of phone calls and staff time) during new Blue Box delivery months: April 2,655 hits, May 3,058 hits, June 1,904 hits - as per Google Analytics.

As a result of implementing the Mixed Plastic Implementation – **the following qualitative deliverables were achieved:**

- **New Logo:** EWSWA incorporated a new logo and logo guidelines into all EWSWA digital and print materials (as a result of CIF #308).
- **New Ads:** Brand new newspaper ads were designed for the Mixed Plastic Implementation.
- **New Mobile Billboards (for Trucks):**
- **New Pop Up Banner:** A travel – pop up banner – used as a display
- **New Promotional Materials:** The EWSWA produced promotional items to be distributed at community events. The promotional items included (magnets, tumblers, water bottles, reusable tote bags)

Confronted with an unexpected outcome:

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 Learnings:

Test the Message:

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).

Have Your Finger On The Pulse:

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.

Communicate The Schedule:

During the new blue box distribution phase of the initiative, the phone lines and EWSWA’s general email address were inundated with inquisitive residents inquiring as to ‘when’ (date and time) they would receive their new box. The development and publishing of a delivery schedule (however tentative it may be), helps to alleviate the number of phone calls and emails regarding delivery dates. Twitter and Facebook were very new to the EWSWA in 2012 so social media was of limited use at that point in time – however, if EWSWA undertook the same initiative in 2015, we would employ Facebook and Twitter extensively to communicate a delivery schedule.

The expanded list of materials accepted through the EWSWA Blue Box program with the inclusion of mixed plastics was a success thanks to a comprehensive P&E campaign and the distribution of additional blue boxes to residents. Staff estimate approximately 100 tonnes of this material is now diverted from landfill. Further, the campaign prompted more residents to participate in the Blue Box program and boosted the capture of other targeted materials in participating households.

For further information about this project, please contact:

Cathie Griffin | Communications Officer | Essex Windsor Solid Waste Association
o: 519.776.6441 x.1228 | e: CGriffin@ewswa.org

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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 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 5th 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.

Blue Box Tonnage (2012 Datacall): 38.69 tonnes per household (2012), 28,436.75 tonnes total

Municipal Grouping: Group 2 / Urban Regional

Blue Box Program net cost (2012 Datacall): \$3,895,976.87

Annual P&E Budget: (recycling only)

2012: \$135,500

2013: \$125,000

2014: \$77,500

1.2 Project Purpose

The Essex- Windsor Solid Waste Authority (EWSWA) had experienced some challenges to our P&E program prior to 2011. A suffering economy, high unemployment rate and a lengthy garbage and 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 the benefits of recycling for them individually; in their community, and how simple and easy it is to do.

With the addition of mixed plastic to our recycling program and the distribution of a FREE new larger blue box to handle the increase in materials, the need for clear, succinct messaging, a consistent message across media and continuity throughout our campaigns is extremely important to a successful and beneficial launch.

2 IMPLEMENTATION

2.1 Goals and Objectives

There is an opportunity in the marketing efforts to announce mixed plastics but also underscore the importance of recycling as a whole. In our survey most respondents felt the reason to recycle was 'it is good for the planet' or 'it helps reduce landfills.' While other communities in their marketing efforts underscore the economics of recycling, the consultant recommended the appeal be emotional.

The EWSWA scheduled the delivery of a new bigger blue box to every home in the spring of 2012. As demonstrated by the research undertaken for CIF grant #308, residents would recycle more if given the tools and the knowledge.

Taking this information into account, we determined our goals to be the following:

Create An Emotional Appeal: Create an emotional appeal 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, generate excitement by informing the residents they can recycle more now that they have a new bigger box, and the addition of a new material – mixed plastics.

Continue To Promote The Brand: Update all of our communications to promote our new brand, utilizing the new slogan, the new mascot and the new look.

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 2012 and 2013 were:

1. Increase Recycling Diversion Rate

- Increase the household recycling diversion rate by 5% over a two 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 residential participation in the recycling program.

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

3. Redirect traffic to the new website

- Redesigned website has tracking analytics, and easy to use navigation, it is important to redirect phone calls regarding the new blue box delivery to the website allowing residents to 'see' the new website and experience its increased functionality.
- Alleviate calls to front line staff

4. Employ new established deliverables (from CIF #308/Communications Re-Launch) into campaign

- New EWSWA look and theme
- New Mascot – Philmore The Frog
- Website should employ use of social marketing and interfacing (i.e. corporate email, facebook, twitter, electronic newsletters, youtube, etc.)
- New Video – A Day In The Life Of Water Bottle Wally

5. Design/Develop Public Spaces Recycling Campaign in conjunction with CIF grant #340 and the addition of mixed plastics

- EWSWA is working toward developing a public spaces recycling program. While the program is being established, a campaign will be designed to promote education and awareness.

2.2 Target Audience

The largest group of the WEC population is baby boomers at 28% - plus WEC has the 5th 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 stilling under "We Can Recycle More"

2.4 Tactics Utilized (P&E materials)

Prior to the launch of the Mixed Plastic Initiative, the EWSWA was embarking on another CIF initiative, CIF grant #308 / Communications Re-Launch. The Communications Re-Launch was designed to completely revamp and refresh EWSWA's communications, and achieved the following deliverables: a new logo, a new look, a new mascot, an updated website, a new website address, a new slogan, and a new video tour of the recycling centre.

The EWSWA employed all of the newly established deliverables for the Implementation of Mixed Plastics Initiative, thereby allowing for the continuity in branding, the continuity in messaging, increasing brand recognition, and increasing our presence on social media.

As demonstrated in our research, the residents would recycle more if they were given the tools and the knowledge. Prior to any advertising at all, there was extreme interest from the community inquiring when they would receive their new larger blue box, and what point they could start recycling the new mixed plastic materials.

With the variety of mass media choices (radio and newspaper) as well as the direct marketing efforts of the flyer and the blue box delivery to homes, supported by the 'moving billboards' of the trucks themselves, this initiative promised to deliver results on a fairly modest budget.

There are a number of media options in the market that should ideally work in concert together, most tactics scheduled for launch by mid-July 2012 as distribution of the new box should be completed. The EWSWA was cognizant of all the complications that could possibly arise from such large scale distribution, therefore ensured that all staff were informed of the initiative (front line staff, IT, operations, communications, etc.), keeping tabs on what issues may need to be addressed or what additional messaging may be required.

Enviro Tips Newsletter (163,000 circulation per issue)

April 2012: The EWSWA produces an annual newsletter titled "Enviro Tips" which is delivered to every residential home in Windsor/Essex County as well as all apartments and farms. The newsletter is delivered via Canada Post, and the reduced FCM (Federation of Canadian Municipalities) rate is utilized. The Spring 2012 issue featured information about the distribution of the new, bigger box and the addition of the new mixed plastic materials to the recycling program.

October 2012: Due to the substantial increase in contamination encountered with the addition of mixed plastics, the Fall 2012 newsletter featured information on the importance of keeping the materials separated (containers in the blue box, and



paper products in the red box). Separating materials became very important secondary message in the campaign in order to keep contamination in check.

April 2013: The EWSWA published a report card on the front page of the newsletter, illustrating the areas where residents were excelling as well as the areas that needed improvement.

Tote/Pouch Combo (Promotional Item/ 300 pieces)

Cost: \$3169.83

As a 'teaser' promotional item at Earth Day – April 2012, the EWSWA introduced the upcoming 'new, bigger box and 'new additional materials' initiative by giving away a reusable tote bag with pouch combo (one per family). Residents were required to listen to a quick presentation about the upcoming initiative before receiving their tote bag. The tote bag featured the "We Can Recycle More" slogan and was very well received at Earth Day.



Due to the success of the tote bags, the EWSWA eventually ordered more to distribute during public outreach and at our events.

Earth Day (Public Outreach)

Cost: Free

EWSWA is a co-partner in the annual Earth Day festival held in the City of Windsor. Staff introduced the new bigger box and additional materials with a display and by interacting with the residents in attendance. The Earth Day festival hosts approximately 1500 people per year.

Media Release

Cost: Free

The EWSWA issued a media release to announce the upcoming delivery of new, bigger boxes, and the addition of new materials, which resulted in numerous interviews and stories regarding the initiative.

Website

Cost: Free (website updates done by staff)

The EWSWA website featured heavily in the promotion of the new mixed plastic initiative. Residents were directed to access the website for more information regarding delivery of boxes, new materials accepted, and general recycling questions. A special page was created just for this initiative

Radio

Cost: \$11,193.60

A radio campaign was launched in May and ran through until the end of June 2012.

Another radio campaign was run during December 2012 encouraging residents to 'separate' containers from paper, as EWSWA attempted to be proactive - predicting contamination issues during the holiday season.

New Box Flyer (132,000)

Cost: \$10,392.74

Prior to the new box distribution, single family home residents received a direct mail brochure outlining the benefits of the new bigger box, as well as introducing the addition of mixed plastics to the recycling program. The inside of the brochure featured a recycling guide (8.5" X 14"), which allowed for photos (best practice) and text for more detailed explanation.

The piece was delivered a few weeks prior to the distribution of the new boxes; box delivery being divided by urban and rural locales. City residents received the new box in May 2012 and County residents received the new box in June 2012.



Mobile Billboards

Cost: \$14,928.58

New truck billboards were designed featuring the slogan "We Can Recycle More". The billboards were installed on the entire fleet of recycling trucks. The size of the mobile billboards differed as the space available differed depending on make and model of the recycling trucks.



Mixed Plastic Postcard (5,000 pieces)

Cost: \$1,999.58 / Size 5.5" X 8"

A double sided postcard was produced to introduce the new mixed plastic materials to the blue box. This postcard was distributed at all the EWSWA events, municipal offices, school presentations, etc.

Pop Up Banner (1)

Cost:



A pop up banner was produced to be featured at all the community outreach employed by the EWSWA. The banner featured the “We Can Recycle More” message and Philmore The Frog (mascot). It was designed to be instantly visible to the public; it was easy to ‘pop up’, was light weight, and travelled well.

Truckload Sales (Public Outreach)

Cost: Free

The EWSWA conducts Truckload Sales during the spring to sell environmental merchandise (recycle boxes, recycle carts, backyard composters, etc.). The EWSWA displayed the new box as well as the new mixed plastic materials, and a dedicated staff person was on hand to answer any questions from the public.

Open House (Public Outreach)

Cost: Publicity is free

EWSWA hosts an annual Open House at the Recycling Centre. Residents are invited to come and tour the facilities to see how all the materials are recycled. Staff is on site to answer questions, and lots of ‘kid’ friendly activities are available. A local charity runs a BBQ and other environmental organizations are invited to attend. Approximately 500 residents attended in 2012 and 2013.

Newspaper Ads (OCNA/CNA)

Cost: Free (part of the OCNA/CNA in-kind allocation)

A newspaper campaign was conducted AFTER the distribution of the new boxes. EWSWA made the decision to wait a few weeks prior to running a campaign in order to receive feedback from operations as to what kinds of materials were coming into the plant. Messaging had to be modified with a secondary message of ‘Keep’Em Separated’ in order to combat contamination.



School Presentations

Cost: Free

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 2012 & 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.

School Posters (1,000)

Cost: \$1243.51

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 GECDSD 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 GECDSD providing the funding. The new posters were designed based on the 2012 'original' school poster, designed for the Mixed Plastic Implementation & the Communications Re-Launch (another CIF initiative).

School Door Hangers (4,000 pieces)

Cost: \$889.38

As a component of our public outreach within the school boards, EWSWA designed a door hanger for the



classrooms. When EWSWA staff received a booking to conduct a school presentation, the staff person would do a school recycling inspection or mini waste audit, and rate each classroom as to how well they were recycling. Classrooms were awarded an “eco-warrior” designation or a “needs improvement” designation. The door hangers illustrated to the principal which teacher and classroom were doing a good job recycling and which ones needed more assistance.

Eco School Conference (1,000 participants)

Cost: Free

The Greater Essex County District School Board conducts an Eco School conference every year. The conference is attended by over 1,000 students, principals, teachers and custodians each year. EWSWA presents a recycling seminar during the conference to educate all the participants about the recycling program. In 2012 the program featured the addition of the new materials (in order to ensure that the schools were also recycling all the new mixed plastic) as well as the introduction of the new video, “A Day in the Life of Water Bottle Wally”. The video follows the water bottle as it goes from curbside, throughout the recycling plant, and off to market. The video allows the children to ‘digitally tour’ the recycling centre to see how the plant functions.

Collection Calendars 2013 (78.800 circ.)

Cost: \$1,763.12

The yearly recycling collection calendar are a ‘most read’ item with residents in Windsor/Essex County, therefore included as one of the tactics to spread the ‘We Can Recycle More’ message. An ad was included in the 2013 calendars featuring the new mixed plastic items.



Micro Boxes (Promotional Item / 2,000 pieces)

Cost: \$2,342.52

Micro Boxes were purchased to be used as giveaways at all the scheduled EWSWA events and outreach, as well as in the schools. EWSWA has used the micro boxes as promotional pieces for a variety of waste diversion programs and they are always a big hit.



Frog Magnet (Promotional Item / 4500 pieces)

Cost: \$3,246.14

A ‘Philmore The Frog’ magnet was created for distribution within the schools. The younger kids love the frog mascot and are always delighted to receive a



promo item featuring the frog. This tactic helps to reiterate the 'We Can Recycle More' slogan with a younger age group.

We Can Recycle More Magnet (Promotional Item / 5,000 pieces)

Cost: \$2,747.52

Another fridge magnet was produced for public distribution. This magnet featured all of the materials recyclable in the Windsor/Essex program, including the new mixed plastic materials. It was distributed through schools, events, festivals, lunch and learn sessions, etc.



Reusable Tumblers (Promotional Item / 1,000 pieces)

Cost:

The EWSWA rented a hydration station at all of our outdoor events (for a clean water supply), and provided reusable tumblers – instead of bottled water. This 'tumbler and hydration station' combination has proven very successful and is still being employed at our events.



Reusable Water Bottles (1,000 pieces)

Cost: \$1,242.94

Reusable water bottles were also distributed to the children. The water bottles were also distributed at the events with the Hydration Station, but only after all the tumblers had been distributed.

Water bottles were produced in two colour combinations, transparent blue bottle with white lettering, and a transparent green bottle with black lettering.



Special Event Sticker (3,100 pieces)

Cost: \$4,320.73

The EWSWA operates a special event recycling program, whereby the organizer of an event can call to make arrangements for recycling services. Stickers were created for the recycling carts to encourage recycling and featured the new mixed plastic materials.



Public Spaces Sticker (250 pieces)

In conjunction with our Public Spaces campaign, the EWSWA produced a “We Can Recycle More” sticker to be adhered to all the public spaces alpha containers in the City of Windsor parks. The sticker reiterated the message being used for the Mixed Plastic campaign, and were designed to fit on the rim of the new alpha containers. Stickers had a special ‘high tac’ backing, and a UV coating to prevent fading.



Public Spaces Signage

In conjunction with our Public Spaces campaign, the EWSWA produced a “We Can Recycle More” sign to be mounted in all the parks where the new alpha containers were located. The signs were invoiced to CIF grant #340, but the message was consistent with the mixed plastic initiative, and the new materials were included on the signage (as applicable for an alpha container).



Trail Maps Ad

The City of Windsor produces a trail map of all the Windsor parks. The EWSWA designed and ran the ad in the park map to advertise the new mixed plastics addition to the recycling program. This tactic also promoted CIF grant #340 / Recycling in Public Spaces which was one of the objectives.

A large advertisement with a blue background. On the left, there is a photo of two recycling bins in a park: a blue recycling bin and a green garbage bin. Overlaid on the photo is the text "We Can Recycle More! in our parks!". To the right of the photo, there is a text box with the following content: "Our parks are beautiful, and it's very important to keep them that way! The City of Windsor is starting to introduce blue recycling bins in our parks to ensure that recycling is easy, convenient and ever present in our community." and "Look for the blue recycling bins (for containers only) in your local park. They are usually twinned with a green garbage bin to allow containers to be recycled and garbage to be thrown out. Help Windsor recycle on the go!". At the bottom right, there is the City of Windsor logo.

2.5 Budget

The total cost of this project was \$127,665.96. CIF funded 60% of the project.

2012	Cost	Non-Refundable HST (1.76%)	Total Cost
Advertising - Print			
Tender Distribution Ads (Windsor Star)	\$309.76	\$5.45	\$315.21
Tender Distribution Ads (Essex Free Press)	\$126.00	\$2.22	\$128.22
Tender Distribution Ads (Sun Media)	\$112.68	\$1.98	\$114.66
Magazine Ad - We Can Recycle More (10,000 circ.)	\$1,200.00	\$21.12	\$1,221.12
Print Pieces			
Enviro Tips Newsletter - 1/3 portion - New Materials (163,000 circ.) - Spring 2012	\$6,381.67	\$112.32	\$6,493.99
Enviro Tips Newsletter Distribution by Canada Post - 1/3 portion - Spring 2012	\$3,447.53	\$60.68	\$3,508.21
Enviro Tips Newsletter Distribution by Canada Post - 1/3 portion - Spring 2012	\$2,622.13	\$46.15	\$2,668.28
New Material Recycling Guide (200 pieces)	\$112.00	\$1.97	\$113.97
New Box Is Coming Flyer - Print Piece - Windsor Residents (70,000 circ.)	\$5,419.00	\$95.37	\$5,514.37
New Box Is Coming Flyer Distribution - Windsor Residents (69,742 dist.)	\$7,794.45	\$137.18	\$7,931.63
New Box Is Coming Flyer - Print Piece - County Residents (62,000 circ.)	\$4,794.00	\$84.37	\$4,878.37
New Box Is Coming Flyer Distribution - County Residents (61,648 dist.)	\$7,383.03	\$129.94	\$7,512.97
New Materials Print & Cut Out Craft (6,000 pieces)	\$2,353.01	\$41.41	\$2,394.42
School Posters - We Can Recycle More	\$1,222.00	\$21.51	\$1,243.51
Enviro Tips Newsletter - 1/3 portion - New Materials (163,000 circ.) - Fall 2012	\$6,381.63	\$112.32	\$6,493.95
Enviro Tips Newsletter Distribution by Canada Post - 1/3 portion - Fall 2012	\$4,093.70	\$72.05	\$4,165.75
We Can Recycle More Flyers (5,000 pieces)	\$977.00	\$17.20	\$994.20
Mixed Plastics Postcards (1,000 pieces)	\$416.00	\$7.32	\$423.32
Mixed Plastics Postcards (1,500 pieces)	\$579.00	\$10.19	\$589.19
Radio			
New Box Coming (The River) - May/June 2012	\$1,200.00	\$21.12	\$1,221.12
New Box Coming (AM 800) - May/June 2012	\$3,200.00	\$56.32	\$3,256.32
We Can Recycle More (The River) - December 2012	\$1,800.00	\$31.68	\$1,831.68
We Can Recycle More (AM 800) - December 2012	\$4,800.00	\$84.48	\$4,884.48
Promotional Materials - We Can Recycle More			
Philmore the Frog Magnet - For Kids (2,500 pieces)	\$1,450.00	\$25.52	\$1,475.52
Reusable Tote with pouch (300 pieces)	\$897.00	\$15.79	\$912.79
Reusable Tote with pouch (757 pieces / second run)	\$2,218.00	\$39.04	\$2,257.04
Miscellaneous			
Pop Up Banner For Events	\$395.00	\$6.95	\$401.95
Mobile Billboards on Recycle Trucks	\$3,000.00	\$52.80	\$3,052.80
Mobile Billboards on Recycle Trucks	\$11,670.38	\$205.40	\$11,875.78
Door Hangers - For Schools (2,000 pieces)	\$434.00	\$7.64	\$441.64
Subtotal	\$86,788.97	\$1,527.49	\$88,316.46

2013	Cost	Non-Refundable HST (1.76%)	Total Cost
Advertising - Print			
Magazine Ad - We Can Recycle More (10,000 circ.)	\$1,200.00	\$21.12	\$1,221.12
Advertising in Collection Calendars (78,800 circ.)	\$1,763.12	\$31.03	\$1,794.15
Print Pieces			
We Can Recycle More Flyers (2,500 pieces)	\$638.00	\$11.23	\$649.23
We Can Recycle More Flyers (2,500 pieces)	\$638.00	\$11.23	\$649.23
Enviro Tips Newsletter - 1/3 portion - New Materials (163,000 circ.) Spring 2013	\$6,317.85	\$111.19	\$6,429.04
Enviro Tips Newsletter Distribution by Canada Post - 1/3 portion - Spring 2013	\$5,985.30	\$105.34	\$6,090.64
Mixed Plastics Postcards (1,500 pieces)	\$579.00	\$10.19	\$589.19
Mixed Plastics Postcards (1,000 pieces)	\$391.00	\$6.88	\$397.88
Promotional Materials - We Can Recycle More			
Philmore the Frog Magnet For Kids (2,000 pieces / second run)	\$1,740.00	\$30.62	\$1,770.62
We Can Recycle More Magnet (5,000 pieces)	\$2,700.00	\$47.52	\$2,747.52
Micro Boxes (2,000 pieces)	\$2,302.00	\$40.52	\$2,342.52
Acrylic Tumbler (1,000 pieces)	\$3,114.72	\$54.82	\$3,169.54
Reusable Tote with pouch (1,000 pieces / third run)	\$3,855.00	\$67.85	\$3,922.85
Kids Water Bottles	\$1,221.44	\$21.50	\$1,242.94
Miscellaneous			
Door Hangers - For Schools (2,000 pieces)	\$440.00	\$7.74	\$447.74
Public Spaces Sticker (250 pieces)	\$1,537.50	\$27.06	\$1,564.56
Special Events Sticker (3,100 pieces)	\$4,246.00	\$74.73	\$4,320.73
Subtotal	\$38,668.93	\$680.57	\$39,349.50

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

- 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.

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 3.1: 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
E-Newsletter	Constant Contact (website)	Easy
Facebook / Twitter	Website	Easy – if you have the available staff
Emails	Website	Easy
Enviro Tips (print newsletter)	Telephone / Email	Easy

3.2 Measured results

Table 3.2: Measured Results Comparison / 2011 vs 2013

Tracking Methodology	Data Collection Point	Timeline	2011	Actual (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

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

Mixed plastic realized a **12.79% increase** in capture rate due to the Mixed Plastic Implementation and new, bigger box initiative.

Table 3.2.1: Participation, collected and marketed tonnes (based on audit results)

Overall Recycling Program Participation	
Total Number of house sampled	444
Total Number of household set outs (at least 1/3 stream / at least once during a one month period)	335
Overall Participation Rate	75.45%

Recycling Tonnages Collected	2011	2012	2013
	28,287.38	28,436.75	28,378.12

Marketed Materials Summary (tonnages)	2011	2012	% Change
Mixed Plastics	382	479	25.39%

Marketed Materials Summary (tonnages)	2012	2013	% Change
Tubs / Mixed Plastics	479	442	-7.72%

Mixed plastic prices ranged from a high of \$90 per tonne to a low of \$15 per tonne in 2012. The average price of \$37 per tonne in 2012 versus \$58 in 2011. Which accounts for less revenue in 2012 - but higher capture. Prices ranged from \$58 to \$30 per tonne in 2013, with the average being \$40 per tonne.

Table 3.2.2: Capture Rate Comparison Chart (based on audit results)

	2011	2013	% Change
Containers Capture Rate	59.07	62.00	4.96%
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%
Fibre Capture Rate	73.22	72.58	-0.87%
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, moulded pulp)	25.88	44.07	70.29%
Composite/Spiral Wound	-	52.99	-
Overall Capture Rate	69.09	69.22	0.19%
Recycling Participation Rate	72.75	74.49	2.39%
Recycling Contamination	4.25	5.54	30.35%

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, with mixed plastic realizing an increase of 97 tonnes between 2011 versus 2012; EWSWA experienced a decrease in cross contamination, although general contamination increased by 30%.

The new, bigger boxes were happily accepted by the residents.

The EWSWA continued to employ our new look and new slogan, while keeping the message consistent. EWSWA is becoming more of a recognizable brand, with increased awareness by the public. This is a slow process and the effort has to be consistent.

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

Unexpected Outcomes

Increased Contamination: Contamination **increased by 30%** due to the EWSWA re-branding and concurrent “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

Measuring & Monitoring / Hire An Auditor: When hiring an auditor the deliverables for the audit must be clearly defined, the audited materials should be specified and should clearly clarify whether or not the materials can be combined for reporting purposes. A ‘project lead’ should be established to ensure that proper techniques are being employed and followed by the auditor. Clearly defining the parameters of the audit from the outset will prevent any problems in reporting after the audit is completed (i.e. materials being combined, differences in definitions, materials missing or reported as contamination, etc.).

Website: Ensure that your website is ready for increased traffic when implementing a new program; a current website and savvy webmaster will be able to quickly make changes to the website while providing up to date information for the inquiring masses.

Missed Boxes: During distribution ‘missed’ boxes are a given, the website should give clear instructions on what to do if a house has been missed, and the approximate timeline in which a new box will arrive.

Stolen Boxes: Stolen boxes are also a problem during distribution. Residents can become very angry when a box is stolen. Front line staff should be notified how to deal with this situation, and the website should have a 'what to do, and who to contact' section if boxes are stolen during delivery.

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.

Planning A New Campaign – What Would EWSWA Do?

Communication Plan

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'. Testing the impact of a slogan prior to implementation can alleviate some campaign remediation overall.

Measuring & Monitoring / Hire An Auditor: When hiring an auditor the deliverables must be clearly spelled out, explanations must be noted and be relevant to the audit, a 'project lead' should be established to ensure that proper techniques are being employed, etc.

Delivery Schedule: Where possible, a delivery schedule should be published to alleviate 'inquisitive' residents calling to inquire about the exact date and time they will be receiving their new box.

Ideas EWSWA Would Do Again

Report Card: EWSWA issued a report card on the front page of our newsletter "Enviro Tips", one year after the implementation of mixed plastics. The report card actually gave a 'grade' on how well the mixed plastic initiative was progressing, the areas in which the residents were excelling and the areas that needed improvement. We received many phone calls about the newsletter.

Newsletter: The EWSWA newsletter is widely read, and garners much response from the public, therefore EWSWA will continue to utilize this method of communication with the residents.

Social Media: Social media can be very helpful to disseminate information, however, social media needs to be up-dated constantly! It is really important to first establish a staff member who will be tasked to assume the responsibility for facebook and/or twitter updates. This is no small undertaking - however results can be very positive when done correctly.

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 daily 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.**

Ideas EWSWA Would Never Do Again

Grocery Store Display: EWSWA staff set up a display and staffed it inside one of the busiest grocery stores in Windsor. The results were poor. Residents did not stop to talk to the staff while grocery shopping. EWSWA will not set up staffed displays in grocery stores in the future.

Conclusions

EWSWA has a strategic direction plan in place throughout 2014-2017. The new strategic direction plan incorporates all the lessons learned, as well as best practices by establishing goals, objectives, tactics, etc. into all aspects of waste diversion programs: including recycling, electronics, organics, MHSW, as well as incorporating other areas like energy use and efficiency at the Recycling Centre.