

Region of Waterloo

Joint Final Report

CIF 937: Promotion and Education campaign to support curbside collection changes, and

CIF 946: Relaunch of Blue Box program – promotion and education campaign, and giveaways to introduce the BIG 89 litre blue box.



rethinkwaste

Prepared For: Continuous Improvement Fund

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Executive Summary

The Region undertook CIF Project No. 937, promotion and education campaign for the Blue Box program in conjunction with significant changes to the curbside collection service levels, and 946 a one-time, first-come/first-served giveaway of 22-gallon blue boxes to eligible Waterloo Region households. The main goals of these projects were to promote recycling and the “two box” sort, and increase recycling capacity, convenience, and tonnage. Below are the results and learnings from these projects.

CIF Project No. 937, promotion and education campaign:

Promotion was done in stages over a time period of 18 months. These stages were: Awareness, Get Ready, Get Set, Go, Post Launch. Each stage had its own goals and messages. The early stages focused on awareness to the new changes and how to get ready by recycling more and proper sorting (Blue box refresher). The later stages focused on the specifics of the changes (new bag limits, new collection schedules), and provided tools where residents could access information.

Residents adapted to the new services very quickly. In March 2017, the first month of the launch, 90 per cent of residents were putting waste out on their right day and adhering to the right limits. By October 2017, six months into the new waste changes, all diversion programs had increased in collected tonnage:

Blue box:	13 per cent increase
Green bin:	124 per cent increase
Yard waste:	11 per cent increase
Garbage:	22 per cent decrease

Residents continue to refer to the promotion tools to find waste information using both the traditional and digital tools such as the print calendar, magnets, My Waste app, and the website including the GIS service look-up by address.

CIF Project No. 946, blue box giveaway:

While our one-day BIG blue box giveaway event on Saturday, September 17, 2016, took several months to plan, it was worth it. Residents were keen to line up and get a free blue box. It created goodwill in the community and buy-in not only for recycling better/more, but also in preparation for the significant changes to the curbside program service levels.

Given the demand, we worked with the four Townships and City of Kitchener on additional giveaway events and distribution locations.

Residents are using their boxes and recycling (at least) 13 per cent more. We distributed over 60,000-89 litre blue boxes, and have decided to continue to order and give away Containers Only blue boxes (along with the regular 53 litre blue box, and green bin) to new homeowners to facilitate and maximize diversion.

1.0 Introduction

Waterloo Region is in Southwestern Ontario, about one hour west of Toronto. We have seven municipalities: three cities, Cambridge, Kitchener, and Waterloo, and four townships, North Dumfries, Wellesley, Wilmot, and Woolwich. The total area of Waterloo Region is 1,382 square kilometres.

Our population is over 580,000, which averages an annual growth rate of 1.5 per cent. Eighty-four per cent of our population live in urban areas. There are 209,000 households with 160,000 (single family homes, duplexes, and small apartment buildings from three to six units) receiving curbside collection services. With two universities and a college, we have approximately 50,000 full time students, 40 per cent living off-campus.

In May 2015, Regional Council approved significant program changes based on the recommendations in our new Waste Management Master Plan and Waste Reduction and Diversion Study. These changes impacted every household that receives our services and included garbage reduction strategies (i.e. standardized lower garbage limits, bi-weekly collection, garbage tags), and expansion of weekly blue box collection to rural areas of the Townships. See Appendix 1 for details of the curbside service level changes.

These curbside service level changes along with the start of a new seven year collection contract and two new contractors launched on March 6, 2017. The goals for the changes were to provide a consistent level of curbside services to all households, including equalized Blue Box services, to increase diversion and maximize blue box use, to reduce contamination, and to lower collection and operational costs.

A long-term multi-media promotion and education campaign was planned and implemented through CIF Project No. 937 (see Section 3.0).

Since garbage collection frequency and limits were being lowered, we expected residents to recycle more. To provide convenience and extra capacity for recycling, the Region endorsed the use of 23 gallon blue boxes and through CIF Project No. 946, planned and implemented a series of giveaways of approximately 60,000 boxes (see Section 4.0)

2.0 Background

Below are the key program features prior to the implementation of the curbside service level changes to provide context for the CIF projects:

Plateaued diversion rate of blue box recyclables: Waterloo Region residents have a long history of recycling; the very first Blue Box program was created in Kitchener in 1981. However, for several years, our diversion rates had plateaued at around 52 per cent. The total blue box material in the years 2013, 2014, and 2015 showed a modest decline, holding between 33,000 and 34,500 tonnes per year.

Two stream sort: Waterloo Region is one of the few municipalities in Ontario that have a two stream curbside sort. Containers, and Paper and Plastic Bags are separated into two truck compartments when collected. (Refer to Appendix 2 for the full list of blue box materials.) Our promotional and educational materials encourage sorting into two blue boxes.

Blue Box size and replacement policy: Up until 2013, the Region provided free replacement and additional 53 litre (14 gallon) blue boxes to households. Each year, 50,000 boxes were given out at a cost of approximately \$250,000. This practice was stopped due to budget constraints. Subsequently, only new homeowners received one blue box. Residents were encouraged to buy additional and replacement boxes from local stores meeting Regional standards (i.e., rigid 53 litre plastic blue box with a rim around the top). Recyclables set out in wheeled carts, laundry hampers, storage totes, large blue plastic "recycling" bags, large clear or opaque bags, and cardboard boxes are not collected.

Despite outreach to retail managers, stores carried blue boxes, which did not meet the specifications, including larger 91 litre (24 gallon) boxes. At that time, the Region was concerned about operational and health and safety issues as these boxes create difficulty for drivers sorting materials into the two truck compartments, and potential for overweight boxes (if used for paper). When a resident set out an oversized box, collection contractors emptied it only if it had container stream materials. Otherwise, collectors left an "oops" sticker and Regional staff followed-up with telephone calls or letters to homeowners to inform them about correct sorting and box sizing.

Recyclables lost to landfill: A residential waste audit conducted in 2013 showed that 14 per cent (by weight) of garbage bags could have been captured in the Blue Box program. While household participation rates were above 80 per cent, capture rate of recyclables was only 77 per cent. Residents were committed to recycling, but there appeared to be some confusion about what could be recycled.

Policy change: After extensive research and public consultation, Regional Council approved significant program changes based on the recommendations in our new Waste Management Master Plan and Waste Reduction and Diversion Study (May, 2015). These changes included garbage reduction strategies (i.e. standardized lower garbage limits, bi-weekly collection, garbage tags), and expansion of weekly blue box, green bin, yard waste and Christmas tree collection to rural areas of the Townships. The need for a strong, multi-faceted public outreach and education program was identified as vital to the successful adoption of new service level in the Waste Management Master Plan.

New by-law: Our new by-law came into effect in February 2017. It combined our requirements for accessing our facilities with curbside collection programs. It mandates correct separation and sorting of blue box materials.

New collection contract and contractors: A new seven-year collection contract was awarded to two new contractors (one for the Townships, and one for the Tri-City area) which came into effect on March 6, 2017. The contract mandates a two-stream blue box curbside sort, with liquidated damages to be applied if not followed.

Cost reduction: With harmonizing collection service levels in all seven municipalities, and the new every other week garbage and bulky item limits, the Region could realize reduction in operating costs, promotion costs and collection costs.

3.0 CIF Project 937 Promotion and education campaign

3.1 Goals/deliverables

Substantial and comprehensive promotion and education was planned to assist and transition our 155,000 households to the new collection service levels. (See Appendix 1 for details about the curbside service level changes.)

- Introduce one equal service level to all residents (from five different services), a new four bag garbage limit collected every second week (versus the historic 10 bags collected weekly), and expanded weekly blue box collection to include all households.
- Promote the diversion programs as the key to meeting the new every second week garbage collection and the new bag limits.
- Increase the volume of recyclables.
- Improve blue box sorting practices in the home to reduce contamination and on proper sorting for our two stream sort to reduce cross contamination in the blue boxes.

The need for a strong, multi-faceted public outreach and education program was identified as vital to the successful adoption of the new service level in the 2014 Waste Management Master Plan. Discussions with other municipal colleagues whom had launched services level changes also identified key educational factors that assisted in designing the strategic promotion and educational plan.

3.2 Implementation

The Promotion and Education plan was implemented in five stages, each with a different priority:

January to August 2016	Phase 1: General Awareness to upcoming waste changes (every second week garbage collection, bag limits)
September to November 2016	Phase 2: Get Ready, Blue Box Give Away /Refresher, Rethink Waste to maximize Blue Box diversion
November to February 2017	Phase 3: Get Set for the new bag limits and schedule/divert
March 2017	Phase 4: GO! Launch
April to June 2017	Phase 5: Post Launch adaptations

Below are goals and highlights for each phase. A full listing of all the promotion activities and timeframes can be found in Appendix 3, and examples of promotional materials in Appendix 4.

Phase 1: General Awareness - January to August, 2016

The goals of Phase 1 were to increase general awareness of the March 6, 2017 changes to the curbside collection services alongside promoting and educating residents about our existing diversion programs; and, to conduct market research to understand resident perceptions about the changes and to test new concepts and messaging.

To increase general awareness, staff used digital, print and community outreach. We increased our promotion activities on social media and designed one principal print piece (a postcard with the new changes on one side and where to find info on the other). Using

a dedicated team of co-op students, we also increased our community outreach in the warmer months, creating and attending over 40 events, and reaching 1,200 participants.

We conducted focus groups in May to understand perceptions, and another one in August to test new messaging. In the first one, we found that general awareness to the changes was high, but residents could not cite specifics. The barriers identified and suggestions made helped us formulate and clarify our new messaging. Some examples:

- “Bi-weekly” garbage collection was confusing and changed to “every second week” garbage collection.
- All messages on the new services were coupled with an educational how-to sort tip for proper in-home sorting (reduce contamination, sort materials into the Container Only or Paper/Plastic Bag blue box).
- The new four-bag limit was more acceptable if defined as weight (four bags total weight of 200 pounds). We added the weight limit to bag limit messages (maximum 23 kilograms/50 pounds for each bag/can).
- We included more “why” information (how the efforts of residents helps).
- Age was not the defining factor for digital tools. More stay-at-home moms than seniors wanted print in-home reference pieces.

In the second focus group, we tested the new concepts designed by an external consultant; none of the five new concepts presented met their approval. However, we did learn which elements in the designs were appealing (using a symbol in place of a letter, ‘waste’ should not be the first word in the slogan, and preferred colours), and a revised logo was developed. See Appendix 5 for more discoveries from the focus group market research.



Advance notice to specific target: The post secondary student population is a key demographic in Waterloo Region needing high levels of ongoing waste education. We sent a direct mail piece outlining the new every second week garbage collection and garbage limits to landlords and property managers and advised how proper in-home sorting is key to reducing garbage. The advance notice inspired landlords to incorporate how-to-sort waste information into fall rental leases, to hang sorting instructions in the properties, to provide appropriate recycling containers, and to keep reinforcing proper sorting messages in their own monthly communications to renters.

Phase 2: Get Ready - September to November 2016

The goals of this phase were to prepare residents for the coming changes, keep building awareness for the new services, and “get ready” with proper in-home sorting to maximize their use of blue boxes. By recycling all they could and avoiding non-recyclable packaging, residents would be better able to reduce their garbage and keep within the new limits.

The key messages were built around the results from a four-season curbside audit that showed that 14 per cent (by weight) of recyclables were going to landfill. We highlighted items that could go into the blue box, how to sort, why to separate materials into the blue boxes for collection, and how to deal with problematic items (such as Styrofoam, straws, cartons, plastic bags).

Key actions in this Phase 2:

- **Giveaway events for the new bigger Containers Only blue box.** More details on the bigger Blue Box distribution events are in Section 4.0.
- **Blue Box sorting stickers.** To help sort in-home, we created stickers that could be affixed to any blue box (new or older size) that illustrated what should go into the blue box (Containers Only, Paper and Plastic Bags).
- **Digital education tools:** The website was revised to include dedicated “waste change” webpages, including the Waste Whiz, and the new My Waste app launched.
- **A blue box refresher:** Our messaging of “when was the last time you checked”, and *Do the 2 box sort!* prompted residents to get ready by recycling more. We used a variety of mediums including print ads, social media, and radio ads. We increased our community outreach using co-op students to distribute *How to Sort* flyers. Messaging focused on in-home sorting, using two blue boxes (separating containers from papers/plastic bags in the blue boxes), and tips for common problem items (cartons, paper, film plastic) and non-recyclable items such as straws and Styrofoam.
- **Direct mail pieces to all homes:** We dedicated our fall *EnviroNews*, to the Rethink Waste campaign and the new services. The infographic was specifically designed for use in multiple promotional pieces. Once we received positive feedback from residents, the infographic (or excerpts) was used to refresh the postcard, as posters, as print ads, in campus outreach kits, and on social media.



Changes and challenges: We recognized the need for outreach into ESL/ethnic communities. The *How to Sort* flyer was re-printed into five different languages, and we set a goal to increase our community outreach to this target. We hired a temporary full time staff person dedicated to social media and outreach to ESL communities.

Surprise promotion outcome in this phase: We were overwhelmed by the positive response to the radio ads. Residents commented to the Service First Call Centre, on social media, and many drove to the office to pick up containers after hearing the ad. As a result of the positive feedback, we decided to run another series of radio ads.

Phase 3: Get Set - December 2016 to February, 2017

In this phase, we wanted to make residents aware of the specifics. Residents were encouraged to “*Why wait? Start now!*” Messaging focused on: maximizing diversion programs by picking up the new, larger sized curbside blue box and a green bin, understanding proper identification and sorting of all acceptable materials, the March 6th start date, collection frequency (every second week garbage collection, weekly blue box and green bin), and limits for garbage and bulky item collection.

We concentrated the bulk of our promotion into January and February, after the holiday season:

- Canada Post delivered waste calendars in January. For the first time, one single calendar was delivered to all 155,000 households. Calendars had not previously been used in the tri-city area. Four different calendars had been previously used

in the four township areas. To assist residents in adjusting to the new bag limits, we included 10 free garbage tags in the 2017 calendar.

- Wide reach advertising mediums were used to promote the March 6 start date, including billboards, bus shelters, newspaper wraps, weather network ads, social media, and radio ads. Messaging prompted residents to go the new “changes” webpages, and download the My Waste app to find what goes where and to set up collection notifications to their smart phones.
- Presentations were made to the seven municipal Councils.

The new services included expanded blue box collection in rural township areas. Direct mail pieces with information on the new services were sent in November, and deliveries of containers and blue box brochures were made to these households in February.

With two new collection contractors, training was needed for the new collection crews. Driver training was conducted for our two-stream blue box collection (how to sort, what to sort, what to leave behind), as well as how to use the driver stickers, a series of five OOPS educational stickers to affix to items not collected. Truck decals were developed and installed on all trucks in both fleets.

Training was also needed for the Region’s call centre. The call centre staff relied heavily on the new website and the Waste Whiz search tool. A noticeable increase in calls began early in January, spiked in March, before levelling out. Call Centre staff reported that with each promotion campaign, such as the calendar, a spike in calls would happen.

Phase 4: GO! Launch of new waste services, March 6, 2017

Messaging in this phase instructed residents on how to adapt to the new waste collection services such as where to go for help, and what to do with uncollected items.

We wanted to maximize our visibility in the community and closely monitor curbside setout to minimize concerns and issues. We borrowed vehicles from other Region departments so that more staff could be out on all routes and available to residents for inquiries and assistance. Educational stickers and door hangers were used at households to help residents learn the new services.

The results from Week 1 of the launch were positive. Approximately 90 per cent of citizens placed their garbage, blue boxes, and green bins out on the correct week. There was a very high positive interest from press through radio and television interviews with waste staff. However, there were some issues such as placement times at the curb with the new routes (must be at the curb by 7 a.m.), what to do with diapers (found many in the blue box), and there was some confusion on the collection frequency of blue boxes (some thought it was every second week, like the new garbage collection frequency, rather than weekly).

Residents requested regular updates on how the new changes were going. We used social media extensively for updates. As well, the press did daily updates (the majority picked up through our social media postings). We were able to address many of the collection issues through the media channels: collection schedule (everyone gets weekly blue box collection in every area), weight of containers (maximum weight of 23 kilograms (50 pounds) for each container), and set out times (with new routes, there are new times. All items should be out by 7 a.m.).

Phase 5: Post Launch adaptations April to October 2017

The goals for this phase were to educate and support our citizens as they adapt to the new services. By identifying and addressing collection concerns, listening to residents (what's working, what needs more help), we revised our messaging.

After one month, issues identified included:

- Contamination and cross-contamination in blue box loads (plastic film with containers, cartons with paper, Styrofoam, mixed materials)
- The bigger blue box was not being used for containers only. Also, people were squeezing an increased amount of recyclables into too few blue boxes and overflowing the boxes
- Overweight containers
- Late set out. Residents continued to place items out at their customary times, however, collection routes and times had changed with the new contractors

In response to these issues and those from Phase 4, we produced a “two-box sort” flyer for use by the contractor to leave in the blue box after collection, and focused on common problematic sorting issues on social media.

Three months after the launch, in May, we ran ‘thank you’ ads (print, social media, website) to maintain the connection built with the residents and to thank them for their achievements with the changes. We also ran a brief radio ad that combined a thank you with tips on sorting.

Six months after the launch, the results were very positive. Blue box collected tonnage had increased 13 per cent. Using our bi-annual direct mail publication to all households, Environews, as the main promotional piece, we reported the achievements as collected tonnages compared to the previous year. We also included testimonials we received from residents, “I have a hard time filling even one garbage bag every two weeks!”.



This campaign was supported with a large social media splash, was picked up and carried by the press, including a number of press interviews, and another brief radio ad run that combined these facts with how to sort tips.

4.0 CIF Project No. 946: Blue Box giveaways

4.1 Original goals and deliverables:

1. Complete giveaway(s) of up to 60,000-89 litre (23.5 gallon) blue boxes designated for “Containers Only” by December 31, 2016 that include monitoring and measuring before and after the events to evaluate impacts.
2. Promote and educate residents about the Blue Box program. Appreciate their current recycling efforts, increase awareness (materials accepted, proper preparation and two-stream sorting, etc.), and decrease incidents of non-streamed materials (i.e. paper and fibres not properly separated from each other), and contamination.
3. Increase blue box tonnage by up to 850 MT from November 2016 to April 2017 (compared to November 2015 to April 2016).

This approach was taken because we wanted to provide residents with the tools and capacity to recycle more in preparation for the significant changes coming into effect in March 2017. See Appendix 1 for the list of curbside service changes, and Appendix 2 for the list of items accepted in our Blue Box program and advantages of the 2-box sorting system.

4.2 Implementation

Implementation of this project was extended beyond the initial goals due to the short shipments for the initial giveaway event, need for additional giveaways in the townships, and distribution of the remaining inventory. Below is an overview of the following three phases:

Phase 1: September 17 BIG blue box giveaway event from May 2015 to September 2016

Phase 2: Township giveaways (and Kitchener) from September 2016 to present

Phase 3: Distribution of remaining supply from October 2016 to October 2017

For details on the implementation steps, see Appendix 6.

Phase 1: September 17 giveaway

On September 17, 2016, we hosted a one-time “BIG blue box” event to distribute free 89 litre blue boxes. Note that we decided to distribute green bins at each of the event sites as well, to better prepare residents to reduce their waste.

This is the largest box we have ever endorsed and distributed. Residents told us (through the focus groups (See Section 3.2, Phase 1 for details) that their “regular sized” 53 litre blue boxes fill up quickly given the many different types of cans, cartons, bottles and jars that are accepted in our program.

The boxes were ordered through the CIF Cooperative Container Procurement program and stamped “Containers Only” along with labelled line drawings to help residents identify and prepare recyclables correctly.

Planning for this event was extensive and included gathering advice from Regional staff and contacts in another municipality (Halton) who had hosted giveaways before (composters, rain barrels, and blue boxes), discussing and confirming logistics with venues, container suppliers, the food bank, and health and safety staff, and preparing significant promotion and education.

Promotion and education for this event included information cards (distributed at our Regional waste management reception areas and libraries) radio advertising, a media release, Council information, staff updates, social media (Twitter, Facebook), ads in local newspapers website postings, posters at our facilities, and ads in our monthly electronic newsletter. See Appendix 7 for samples of the promotional materials.

On September 17, 2016, residents went to one of three malls (one in each city) and lined up in a parking lot. See Appendix 7 for photos showing the set up of one of the sites. It was first come, first served, and advertised as one box per household. Each distribution location had a van or drop off area for a local food bank, blue box trailer(s) and one green bin trailer. Regional staff (to oversee, verify residency), one police officer (crowd control), temporary staff (blue box distribution), and supplier staff (green bin distribution).

In line, staff confirmed proofs of residency (POR) in Waterloo Region by checking driver's licences or other pieces of identification, and once approved, handed out one postcard per person. The postcard had a summary of the two-box sorting system on one side, and a summary of the curbside service level changes on the other. If a multi-residential building was indicated, staff asked additional questions to ensure the resident received curbside services. Businesses, residents living outside of the Waterloo Region, and residents without POR were not eligible to receive a box. If residents brought more than one POR (such as for an elderly neighbour, family member, etc.), then staff would hand them an extra postcard (maximum two postcards per resident).

Residents could drop off donations to the food bank before picking up one blue box per postcard, and a green bin, if needed. Broken blue boxes (and green bins) were received for recycling, as well. Signs encouraged residents to post selfies on Twitter using #blueboxROW.

Changes and challenges

1. Timing: The original intent was to hold the giveaway in October, using Waste Reduction Week (WRW) as a springboard. However, given the schedules of the venues, we had to schedule the event in September. Consequently, there was no public endorsement of Waste Reduction Month by Regional Council. However, the Containers Only box and 2-box sorting system was highlighted during our popular WRW public tours.
2. Blue Box production issues. Gracious Living Corporation (GLC), the blue box supplier for the CIF Cooperative Container Procurement program, had production issues and were unable to provide all the boxes ordered. Instead of 17,280 boxes (two trailers of 2,880 at each site), there were 12,528 delivered. (Note: 2 pallets of (288) blue boxes were removed from the Waterloo site prior to the event and divided and delivered to our Cambridge and Waterloo Waste Management Administration buildings as contingency, i.e. if there was a need after the event for political or other issues.) Approved by the Region, GLC provided a supply of vouchers that we handed out (once POR was confirmed) to residents in line when we ran out of blue boxes. The voucher indicated that it could be redeemed for one box in October.

3. Miscommunication about the number of boxes available at the giveaway. While we had funding for up to 60,000 blue boxes, we were not planning on giving away that many on the giveaway event day, limiting it to two trailer loads per site. Unfortunately, the media publicized that 60,000 were going to be available, and that, compounded with the short shipment from the manufacturer, resulted in some negative comments from the public.
4. Weather. A severe thunderstorm was forecasted for our event day. While we did experience rainy conditions at times, distribution was not delayed.
5. Temporary staff. While specific requirements were provide to the agency, not all temporary staff reported to work, and some did not have the proper safety gear and/or were not physically able to perform all tasks.
6. Heavy work. While the trailers were all short-shipped to allow space to safely unload the pallets, each stack was 90 kilograms, which was beyond the capability of some staff.
7. Couples spaced out in line to attempt to get more than one box per household.
8. Line configuration. While we had “enter” and “exit” signs, pylons, and police officers to help form an efficient line, the lines formed organically, especially when staff were busy with other duties. Signs were helpful at the beginning, but had to be moved (as time permitted) to help guide residents. In most cases, residents would find the end of the line themselves.
9. Requests for multiple boxes. Given the optics, delivery shortage of and demand for boxes, and the bulky nature (size and weight) of the boxes, we only allowed a maximum of two boxes per person, if they had two different proofs of residency. We turned away landlords who wanted more than two boxes, but informed them that they would have the opportunity to get larger boxes at another time.

Post-event activities included:

- Debrief with staff to discuss how the event went, to report statistics and issues.
- There were relatively few calls/concerns raised by residents about the giveaway. Some were disappointed that the giveaway was on the weekend (they were working or out of town), didn't wait in line given anticipated wait times, and there was a landlord that reported to the media about his frustration on not receiving the 20 boxes he needed for his rental units.
- Many residents inquired about the timing of the next shipments. We started a waiting list of people who wanted a Containers Only blue box.
- We updated the website and posted on social media channels re: FAQs. Regional messaging emphasized that the Containers Only blue box was not mandatory and that they could use the blue box stickers (available at our Cambridge and Waterloo administration offices and through the Call Centre) on the boxes they already had.
- An update report to Council on the results of the giveaway, again stressing that large blue boxes were not mandatory and the next phase (township distribution) went in October 2016.

Phase 2: Township giveaways, Kitchener and Region of Waterloo facilities

Trailer loads of Containers Only blue boxes became available starting in late September. Prior to the September 17 event, there were some concerns raised that even though the giveaway event was located at three major area shopping centres and open to all residents of Waterloo Region, residents in the townships were not afforded the same convenience as residents in the tri-cities. Subsequently, each township was allocated a supply of Containers Only blue boxes based on their percentage of population. Townships determined their own distribution strategy, most opting for a one-day giveaway event at their own facilities. The Region offered support for creating and paying for promotional materials. In addition, at one event, the Region provided some staffing, and for another municipality the Region arranged for temporary storage facilities (53-foot trailer) for the blue boxes. In all but one township, inventory was distributed through their one-day giveaway events, which were held in November, December and February. The Township of Wellesley continued to distribute boxes at their office until March 2018.

The Region started distributing the BIG blue boxes at our two administration offices in Cambridge and Waterloo in early October during regular office hours, honouring vouchers and informing residents on the waiting list.

The City of Kitchener was interested in distributing blue boxes for their residents, as well. Their Operations Facility, located at 131 Goodrich Drive, was chosen. Given storage constraints, small loads were delivered from December 2016 to March 2017.

We updated the website to promote these extra giveaway events, and continued our messaging about how to sort recyclables, pick up the blue box stickers, and use existing blue boxes.

Phase 3: Distribution of the remaining inventory

We continued to receive trailer loads of Containers Only blue boxes throughout September to November 2016 and in 2017. This supply was distributed at our Cambridge and Waterloo Waste Management Administration offices until October 2017. Staff provided instructions to residents on how to properly prepare and set out recyclables.

Given our commitment to ensuring residents have the tools they need to recycle, especially in getting used to the curbside changes, we have continued to order and distribute Containers Only blue boxes, outside of this CIF project.

5.0 Measurements and Outcomes

5.1 Measurements

Promotional impact measurements, CIF #937, Promotion and Education campaign:

My Waste app: In the first month of the new waste changes, over 20,000 citizens subscribed to the My Waste app for their waste collection schedules, and weekly reminders.

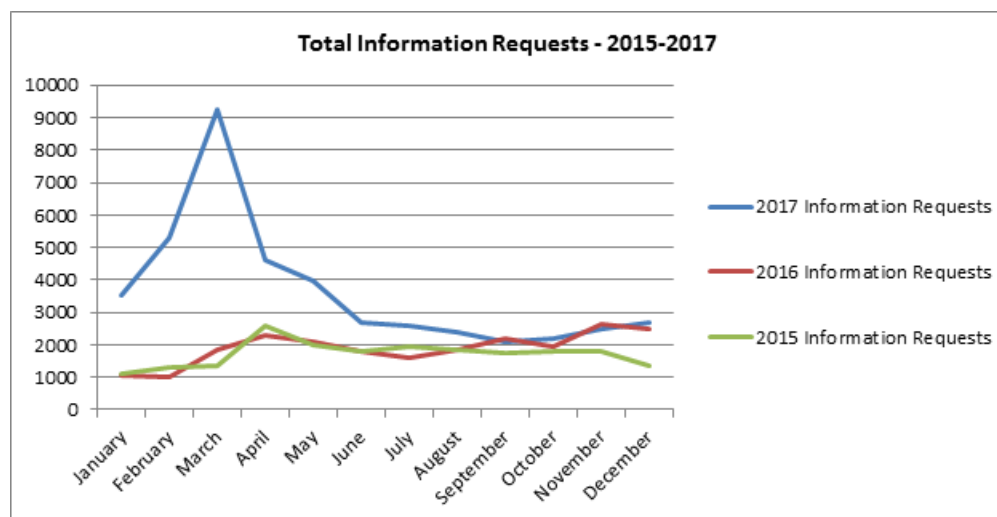
Website: We picked number of page views to illustrate the resident use of the waste website. There is a large increase as we head into the March 6 launch, and then a quicker than anticipated bounce back to more normal rates.

	Jan	Feb	March	April	May	June
Page views	19,039	24,939	28,290	18,166	14,923	10,979
% change		+31%	+14%	-36%		

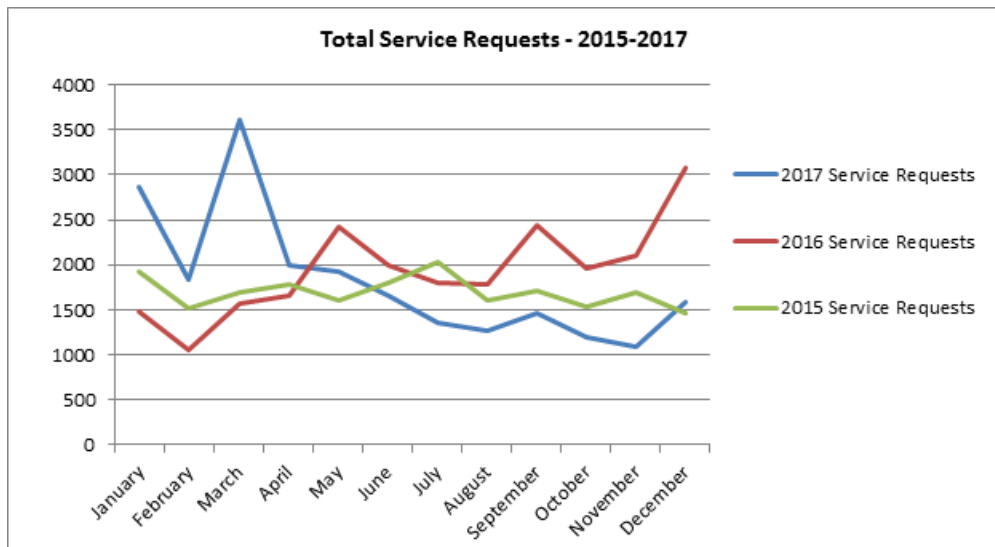
Calendars: 70 per cent of residents regularly use the calendar. The response from the residents to the new Waste Calendar was overwhelmingly positive. The inclusion of ten free garbage bags tags inspired much favour and comment. An informal survey in this April 2017 e-newsletter showed almost 70 per cent of the respondents use their calendars regularly as an in-home reference. Recycling information was the most reviewed information.

Calls to the Service First Call Centre: With advance training and use of tools such as the waste website and My Waste app, the Service First Call Centre was well positioned to respond to the increase in waste calls. There was a steady increase in the several months leading up to the start date. Call Centre staff noticed a spike in calls with each promotion piece (newspaper, TV) in the two months leading into the changes (January and February).

The number of information requests spiked over 200 per cent in the launch month, March 2017. The number of calls levelled out much faster than anticipated after March.



Calls for service requests: Service request calls spiked in March 2017, and then levelled off to a new level that is less than the previous year's numbers. A new 'norm' has been set for service requests.



Residents adapted to the new services very quickly. They knew the details about the new services, and they know how to access the tools (electronic and print) to find the information they don't know.

Blue Box distribution impacts measurements, CIF #946 Blue box giveaway:

Results of the September 17 giveaway event:

- Number of boxes: 12,240. "Sold out" within three hours at two sites, by 1:15 p.m. at the third site that had more boxes available
- 7 a.m. start, but lines started forming between 6 to 6:30 a.m.
- Staffing: Three police officers (one per venue) for crowd control, but at two locations, they also worked in the blue box trailers. Three site coordinators (one per venue), six co-op students, 12 temporary staff, 10 temporary staff for green bin trailers
- The average blue box distribution rate 1,074 per hour. Wait times ranged from zero to one hour, depending on the level of staffing and time of day.
- Accommodations for people living with disabilities: Approximately 100.
- Residents having POR for two residences: Ranged from 10 to 50 per cent.
- Number of broken blue boxes: six
- Food bank donations: \$11,310 and 8,144 pounds of food.
- Approximately 17 people (including radio personality, food bank, etc.) used #blueboxROW and posted photos of the event, and/or of their blue box. The rainy weather could have affected the number of selfies on social media.

Goal 1 for CIF #946 was to distribute up to 60,000 blue boxes. Achieved. Below are the shipments of boxes we received, 63,939 in total:

Sep-2016	21,168	Nov-2016	23,328
Oct-2016	3,888	Apr-2017	15,552

Goal 2 for CIF #946 was to Promote and educate residents about the Blue Box program.

PHASE	LOCATIONS	BLUE BOXES	TOTAL	NOTES
1: BIG Blue Box event, September 17, 2016	Cambridge (mall)	2, 880	12,528	Also distributed 5,400 green bins (1,800 per location)
	Kitchener (mall)	3,888		
	Waterloo (mall)	5,760		
2: Distribution through ROW sites, City of Kitchener, and Township locations	City of Kitchener, Operations centre, 131 Goodrich Drive	1,728	1,728	Distribution December 2016 to March 2017
	North Dumfries	1,440	1,440	Giveaway event on Family Day, 2017
	Wellesley	1,440	1,340	Giveaway event on Saturday, November 19, 2016. Leftover supply was distributed until March 2018.
	Wilmot	2,880	2,880	Giveaway event held on Wed. November 30, 2016
	Woolwich	3,312	3,312	Giveaway on Saturday, December 10, 2016
2 and 3	Cambridge and Waterloo Waste Management Administration sites	40,608	40,608	Soft launch started Monday, October 3, 2016 and lasted until October 2017.
TOTAL			63,836	

Goal 3 of CIF#946 was to increase 850 MT of blue box recyclables from November 2016 to April 2017 (compared to November, 2015 to April, 2016). As per the table below, we did see a significant increase in tonnage over that time frame, meeting the goal by 80 per cent:

MONTH	MT		CHANGE	
	2015 to 2016	2016 to 2017	MT	%
NOV	2,900	3,097	197	6.79
DEC	3,360	3,219	-141	-4.20
JAN	2,720	3,174	454	16.69
FEB	2,548	2,525	-23	-0.90
MAR	2,983	3,148	165	5.53
APR	2,872	2,907	35	1.22
TOTAL	17,383	18,070	687	3.95

5.2 Outcomes

Overall outcome measurements:

Tonnage review, collection volumes, increased diversion:

In the first month of the new collection contract, blue box tonnage increased by six per cent. Tonnage peaked in May (three months into the changes) and started to level off to a new, higher level by fall. Garbage volumes dropped significantly the first month (35 per cent), and then found new levels. The Green Bin program, our newest diversion program, had the most capacity for change and saw an increase in the first month and a steady monthly increase over the next six months.

A six-month review (March to August) of the collected tonnage by program, as compared to the same period the previous year, showed that promotion efforts and the changes were successful in increasing diversion:

- Blue box: 13 per cent increase
- Green bin: 124 per cent increase
- Garbage: 22 per cent decrease

These figures were used in a promotion campaign to update residents on their efforts with adjusting to the new service levels. This campaign included a thank you to residents, sorting tips for common issues (cartons in with paper, non-recyclable items such a chip bags), and a reminder on collection time (items out by 7 a.m.).

Residue review:

It is important to review our collection process here. The Region of Waterloo has a two-stream curbside blue box collection system. Our collection teams are required to sort blue boxes at the curb, to collect acceptable items, and to sticker and leave behind any item that is not recyclable in our program. The exception is the multi-residential cart collection, where crews do not sort out non-program items, and the carts are tipped into the truck unsorted. Also, the collection contract allows us to penalize for non-performance of sorting at the curb and load audits are conducted regularly as trucks empty at the Nyle Ludolph Materials Recycling Centre (NLMRC).

It is also important to note that due to the increased volume of collected recyclables, a second sorting line shift was added in May to the NLMRC.

An increase in the residue is reported. However, the increased level of material collected and the increased sorting production both contribute to the increase in the residue rates compared to the previous year:

- March 2017: 3.3 per cent, compared to 2 per cent in March 2016
- May 2017: 3.2 per cent, compared to 1 per cent in May 2016



Inside the Nyle Ludolph Materials Recycling Centre, April, 2017

Contamination composition review:

We conduct quarterly NLMRC tip floor audits of collected material. The information from these audits help direct our recycling communication messaging. Here is a brief summary from the results of the December 2017 audit:

- Container Side: Plastics show an increasing trend, glass appears to show a decreasing trend. Contamination is mainly of chip bags, toothpaste tubes, and cheese wrapping.
- Fibre Side: Two types of contamination are plastic laminates (snack wrappers), and cartons and paper take-out cups (these are accepted in our program but should be sorted with Containers).

Cost reduction in promotion:

By harmonizing five different collection systems into one, promotion can be much more efficient. Instead of five different versions of each promotional piece, one version of each piece can be used for all such as one calendar for all households, one ad for all areas, and one set of driver stickers.

We went from four different calendars to one calendar. Staff time was reduced to develop one calendar versus four different calendars. The print and delivery costs per household was higher in 2017 as we included 10 free garbage bag tags in each calendar, however, going forward, the costs should be reduced compared to the previous four calendar production.

Calendar print and delivery cost comparison for three years:

2016 cost per household: 58 cents (four calendars, no garbage bag tags)

2017 cost per household: 72 cents (one calendar, 10 garbage bag tags)

2018 cost per household: 48 cents (one calendar, no garbage bag tags)

Landfill tours: Twice a year we host a public open house and staff-guided tour of the landfill, NLMRC, and information booths. We experienced 40 per cent increase in participation in the spring and fall tours in 2017.

Outcomes specific to CIF#946, Blue box giveaway**Distributing free blue boxes is beneficial, but still requires ongoing promotion and education:**

While it takes resources to do so, distributing free containers can be beneficial in promoting and educating residents about upcoming changes to curbside programs, and can reduce contamination/cross-contamination. In our Observational Curbside Blue Box study conducted in the fall of 2017, we found that having an additional blue box decreased “salad boxes” (that is, boxes that are not properly sorted) by 22 per cent.

Despite the comprehensive promotional and educational campaigns we implemented in these projects, more has to be done to remind residents. We have found some instances where residents are using Containers Only blue boxes for paper.



A Containers Only blue box used for corrugated cardboard.

Residents use their blue boxes:

The number of large blue boxes being set out has increased. We conducted a curbside participation audit in the spring of 2016 and found that on average seven per cent of those residents use at least one larger blue box when participating in the recycling program. From June to August 2017, we conducted a follow-up audit and found that 18 per cent were using our Containers Only box, and another 24 per cent were using a different type of larger blue box.

Surprise outcome: New student waste reuse pilot: One outcome from waste reduction partner meetings with municipalities was a Student Move Out Initiative, piloted by Wilfrid Laurier University in April 2016 to reduce waste at the curb and increase diversion. A free, central drop off location was provided for students to drop off food, recyclables, textbooks, housewares, textiles, e-waste and furniture for reuse and recycle. An estimated 30 to 40 metric tonnes of items were diverted. A second event was held in 2017 that doubled the collected amount. Plans are underway by the University to make this an annual event. As well as waste partners, there is an increasing interest from the landlord group.

6.0 Lessons learned

CIF #937, Promotion and education campaign:

Promo 'bests' - Based on feedback from the residents:

- Best print promotional tool: calendar
- Best overall communication method: social media. Used to build connection and trust with the residents, and inspire conversation. Timely, fast and easy to change and adapt, good targeting, engaged followers become waste ambassadors. Very inexpensive to boost and advertise.
- Best promotional surprise: radio. Feedback from our first radio campaign was excellent. People came in to pick up a Containers Only blue box after hearing the radio ads; during radio interviews, DJ said, "his lights all lit up with calls. He has redirected them to 575-4400."; our call centre experienced a spike in calls after each promotion campaign started and asked to given advance warning.
- Best new service element noted from residents: "nesting" of blue boxes and green bins once emptied. Feedback from citizens was overwhelming and positive.
- Best comment for staff: Feedback from Council, as per waste Director Jon Arsenault, April 25, 2017, "It's not every day where Council is absolutely glowing over the work done by staff and contractors and I think even they are amazed at how well its gone with a number of them commenting that they haven't heard a single complaint but rather only positive comments!"

Test your message: Understand the barriers: fear of the four-garbage bag limit was eased when we re-defined it in terms of weight (four bags equals 200 pounds). Test your concept: none of the five initial draft concepts we tested with focus groups were liked, the concept was re-designed using feedback from the focus groups. Design elements of note: focus groups liked using a symbol in place of a letter, such as a green bin for a "i" and the recycle symbol for an "a" in **rethinkwaste**.

Advance warning! Give as much advance notice as possible to residents and provide them with suggestions on how to get ready. Having co-op students to help with community outreach let us expand our community outreach and also outreach into targeted 'difficult' areas.

Design images, messages and promotional pieces that can be used multiple ways:

Use consistent messaging, and the same graphics over different mediums (print, calendar, newspaper ads and digital, social media). For example, we developed one infographic to describe all the new services and used the entire infographic or excerpts of in many other pieces such as print ads, campus outreach, kits, public events, and banners for rural offices.

In-home reference tools were very well received:

- Waste calendar: this was the first time a calendar was used for the majority of our residents.
- Fridge magnets: easy reference tool for the new garbage collection schedule
- My Waste app: for finding how to sort information, collection schedule information and setting up personal reminders for collection.

CIF #946: Blue Box giveaway event lessons learned:

Consider having a backgrounder for media for events. The backgrounder would provide details (supporting a media release and other promotional pieces) and may prevent miscommunication of your event.

Giveaway event planning and preparation is critical. It took five months to ensure a successful giveaway. With multiple sites and vendors requiring agreements and insurances, different staffing resources, and a comprehensive promotional campaign, the logistics took time to coordinate and confirm.

The Region has created a 12-page event planning guide and FAQ. We provided this guide to the townships to help them plan their events, but also created a generic version, which we have shared with other municipalities outside of the Region. This “Guide to Giveaways” is available upon request (contact Kim Kitagawa). Some of the key recommendations are:

- a. Start early.
- b. Engage health and safety personnel early in your planning phase.
- c. Have supplies and contingency plans which help cover staffing shortages, containers running out, etc.

Plan and communicate post-giveaway. Have a plan on what residents (including landlords) can expect after the giveaway event.

APPENDIX 1: Changes of curbside service levels

MUNICIPALITY	Before March 2017	After March 2017 – same service levels to all eligible households
Cambridge, Kitchener, Waterloo	Weekly, unlimited blue box	Unchanged
	Weekly unlimited bulky item/appliances	Every second week, three-item limit
	Seasonal Christmas tree collection	Unchanged
	Weekly 10 garbage bag/can limit	Every second week, four-bag limit; Garbage Tag program; Medical Exemptions program
	Weekly, unlimited green bin collection	Unchanged
	Seasonal, every other week yard waste collection	Unchanged
North Dumfries, Wellesley, Wilmot, Woolwich	Weekly blue box collection in settlement areas only. Every second week in rural areas	Expanded - weekly, unlimited blue box for all eligible households
	Monthly bulky item/appliance collection, 5 item limit	Changed - every second week, three item limit
	Seasonal Christmas tree collection in settlement areas only	Expanded - seasonal Christmas tree collection for all eligible households
	Weekly garbage collection with bag limits ranging from 3 to 6 bags	Changed - every second week, four-bag limit; Garbage Tag program; Medical Exemptions program
	Weekly green bin collection in settlement areas only	Expanded - weekly, unlimited green bin collection for all eligible households
	Seasonal every second week yard waste collection in settlement areas only	Expanded - seasonal every second week collection for all eligible households

APPENDIX 2: The two-blue box sorting system – list of acceptable items and advantages

<p>Containers Only blue box</p> <ul style="list-style-type: none"> • rigid plastic food, beverage, cleaning, personal and pet care containers • drinking boxes, milk and juice cartons • paper coffee cups • glass bottles and jars • metal food and beverage cans, • aerosol and paint cans • aluminum foil wrap and trays <p>How to prepare: Empty and rinse containers. Discard straws. Remove lids if it's a different material than the bottle (e.g. metal lid on a glass bottle, plastic lid from a paper coffee cup). Dry paint cans and remove lid.</p>	<p>Paper Products and Plastic Bags blue box</p> <ul style="list-style-type: none"> • paper including newspaper, magazines, writing paper, envelopes, hard and soft covered books • corrugated cardboard • boxboard including cereal boxes, egg cartons, toilet paper rolls • plastic bags including grocery, bread, fruit/veg • plastic outer wrap such as from packages of diapers, toilet paper, etc. <p>How to prepare: Empty, dry bags only. Stuff all plastic bags and outer wrap into one bag and tie shut. Bag or bundle paper. Discard liner bags from boxes. Flatten and bundle corrugated cardboard no larger than 75x75x75 centimeters (30x30x8 inches)</p>
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Note: The same materials are accepted in the Region's Blue and Grey cart program (for schools and multi-unit buildings). Sorting and preparation of the materials differ slightly.

Advantages of the BIG blue box and two-box sorting system

1. Fewer blue boxes are needed since the Containers Only box holds more.
(Addresses the resident concern identified in the focus groups for more storage or bigger boxes for recyclables.)
2. Easier to identify and sort/prepare acceptable materials since the Containers Only box has hot stamps, and we have Containers Only and Paper Products and Plastic Bags stickers available.
3. Collection can be quicker and more efficient.
4. Given the larger capacity to hold more recyclables, the Containers Only blue box can facilitate higher capture rates, especially given the new, enforced four garbage bag/can limit.
5. The Containers Only box is a little heavier so it is less likely to blow away on a windy day.
6. Larger capacity boxes are also available at local retail outlets. This will provides flexibility when residents have to replace their blue box.
7. While the larger box will take up more space, the boxes can be stacked, e.g. Containers Only box on the floor with the smaller Paper Products and Plastic Bags box sitting perpendicular on top.
8. It should reduce the amount of incorrectly prepared items at our Nyle Ludolph Materials Recycling Centre. This should improve processing efficiencies, and increase the amount of recyclables being sold/revenues.

APPENDIX 3: List of promotion activity by phase

Phase 1 General Awareness	
January 2016	eNews: This electronic newsletter had an article about the changes coming in March, 2017 to 3,200 subscribers (55 per cent open rate). Every edition of eNews over the next two years would contain and ad or information about the curbside changes, and always includes some tips about participating in the Blue Box program.
April	Earth Day tour – 340 participants
May 2016	Focus group results included concerns over bi-weekly garbage collection (low limit, worry of smell and attracting vermin), roadside dumping, storage for recycling (requests for a bigger blue box), more education and tools to understand how to sort.
	Postcard: Waste changes are coming. 8.5 x 5.5 inch full colour postcard. Side 1 highlighted the main curbside programs and the limits and collection frequencies. Side 2 listed available resources (for more information), and an ad for My Waste app.
Summer 2016	Community Outreach (booths at summer festivals, outdoor markets, grocery stores, community centres) using the co-op student teams. 40 events, 1,200 participants
August 2016	Focus group: testing draft concepts submitted by consultant. New logo RETHINK WASTE was created. See Appendix 5 for details and results of the focus groups.
	First mail-out to Landlords for off-campus students. A letter with details on the service level changes and how-to-sort flyer for properties.
	Council report August 30 about communication update (focus groups, etc.) blue box giveaway event, Garbage Tag program.
Phase 2: Get Ready!	
September 2016	Blue box giveaway event. Prelaunch promotion included radio ads, Council update, print ads, posters, updated postcard. At the event we had two-box sort banners, signs encouraging posting selfies on social media.
	Stickers to sort the Blue box: Containers Only, Paper/plastic bags
	Radio ad campaign to encourage residents to get ready for the changes by asking, “Are you recycling all that you can?” and tips for sorting focusing on common problem items.
	Blue box Refresher campaign, ads, flyers, social media. Focusing on the new bigger blue box for Containers Only and how to “Do the two-box sort”.
	Blue box brochure revised for larger Containers Only box
	How to Sort flyer refresh – <i>Do the two box sort!</i> Emphases on using one blue box for Containers Only, another for Paper and Plastic Bags.
October 2016	Environews/Infographic: delivered to all household in our Region. Design for multiple use.
	Waste Reduction Tours: Used post card and infographic.
	Garbage Tag program development
	New website section re: Waste Changes with a different layout, new content including curbside rules, collection by building type. www.regionofwaterloo/wastechanges .

APPENDIX 3: List of promotion activity by phase

Phase 2: Get Ready! – continued

November 2016	Launched My Waste app. A free digital tool for residents to easily access Waste Whiz, our online search tool, customize collection schedule reminders, and other information.
	Radio: Are you recycling all that you can? Changes are coming. Bag limits can be achieved with better sorting.

Phase 3: Get Set!

December 2016	Magnets (2017 collection schedule)
	Bus wraps
	Rethink waste flyer to all homes
	Newspaper wraps: New services start March 6. Reused the infographic. Specific details.
	Social Media: Used our own channels and the Region of Waterloo channels to encourage conversation.
January 2017 Awareness: When/what: March 6, new services, new collection frequency, new limits. Find more info at....	Soft launch of Garbage Tag program. Online sales begins
	Radio ads: Almost here: My Waste app, calendar coming
	Community Outreach included staff presentations to seven municipal councils.
	Print ads: Do the two- box sort.
	Targeted events and outreach into more challenging communities using our co-op student teams. (25 events, 1,029 participants)
	Waste calendars: We had only distributed calendars in the townships previously (four different collection systems, different from the fifth tri-city collection system). With a standard collection system starting March 6, one waste calendar was designed and delivered by Canada Post to all households that receive our services. In this first issue, 10 free garbage tags were included as a transition tool. This was the first calendar for the Tri-City areas.
	Service First Call Centre (SFCC) training and script revisions: Several days of training on the new waste services. A noticeable increase in calls began early January, spiked in March when the new services launched. Call centre staff reported that with each promotion campaign (such as calendar delivery), an increase in calls would happen.
	BIA service level change: presentations, route/service flyer redesign
	Postcard: New services one side
	Outreach to ethnic/ESL residents/new Canadians: Staff presented to over 30 groups (approximately 1,200 residents) from January to November, 2017.
	Outreach to other community groups including off campus students and special needs, from January to December 2017 (approximately 1,000 residents).
	Expansion of services in rural areas: Delivery of green bins, blue box information to 5,500 households. Promotional materials and banners to each township office. Supported through print ads, social media.
	Weather network ads: #1 Changes start March 6 Will you be ready, live link to our website; #2 March 6, download the My Waste App

APPENDIX 3: List of promotion activity by phase

Phase 3: Get Set! continued

February	Billboards/bus shelters Billboards/bus shelters across the Region, rotated two messages: <ul style="list-style-type: none"> February 6 to 28: <i>Changes are coming, New programs, new limit, new days starts March 6</i> - drive to the app: <i>new services, new limit</i> of message: nine boards and 10 bus shelters Feb 28 to March 26 –A different message, <i>Changes are here</i> : nine boards and 10 bus shelter sites
	Radio ads: Are you ready? Re: bag limits, weight, garbage frequency.
	Collection contractors training: Included two-stream blue box collection – how to sort, what and when to leave items uncollected, the use of the educational stickers.
	Truck decals – new collection truck signage (February to March)
	Driver stickers – series of five OOPS stickers for curbside use
	Ads/flyer: Waste changes almost here. Reused infographic from Fall Environews.
	Radio: New waste services start new week.
	Second outreach to Landlords and off-campus student. Letter and How to Sort flyer.
	Community outreach continues re: Council meeting presentations
	New waste collection/facilities by-law comes into effect
	Medical Exemption program launches

Phase 4: Let's Go!

March 2017	Environews: It's here! Delivered to all households.
Issues and correction: Blue box is weekly; What to do with diapers;	Outreach into the community included extra staff, trucks monitoring curbside set out. Every route was covered. Houses that had the garbage out incorrectly were left with educational sticker.
	Inspector outreach: Distributed How to Sort flyers
	Videos for the website: Weekly recycling, Garbage tags, Diapers
	Community guides included Rethink Waste ads (New services, website, My Waste App)
	Flyer: Sorting information, using two blue boxes, using one blue box
	Postcard: Door-to-door targeting of areas with low diversion
	Radio: Specific collection message: Kitchener and township it's your garbage week; following week for Cambridge and Waterloo.
	Ads in university student newspapers
	Press, Press and more Press: CTV, guest appearances on multiple radio stations including CBC, Rogers TV, college broadcast filming; Print interviews with daily and community publications
	Garbage Tag program launches

APPENDIX 3: List of promotion activity by phase continued

Phase 5 – Post launch

April, 2017	Maximize social media: Regular updates on progress
	Earth Day tour – 424 participants
	University Student Move Out diversion pilot initiative
May 2017	Thank you campaign – thanking residents for their achievements: Print ads, social media and brief radio ad campaign that included a tips on in-home sorting.
October	A six month review: <i>Amazing</i> six month campaign: <ul style="list-style-type: none">• Blue box: 13 per cent increase• Green bin: 124 per cent increase• Garbage: 22 per cent decrease These figures were used in a promotion campaign to update residents on their efforts with adjusting to the new service levels. This campaign included a thank you to residents, sorting tips for common issues (cartons in with paper, non-recyclable items such a chip bags), and a reminder on collection time (items out by 7 a.m.).
	Waste Reduction Week tour – 380 participants

APPENDIX 4: EXAMPLES OF PROMOTION FOR CIF #937, Promotion and education campaign

Blue box refresher:

Blue box tips

Bag all bags!
Plastic bags and outer wrap go in with paper and boxes.



Bag and tie closed.

Place in loose!
Cartons, cups and drink boxes go in with bottles, jars, tubs and cans.





www.regionofwaterloo.ca/waste
For more recycling tips, please go to our website or call 519-575-4400 | TTY 519-575-4608






When was the last time you checked what can go into the blue box?

Unsure about an item? Check if something is recyclable with our Waste Whiz search tool, www.regionofwaterloo.ca/wastewhiz or download our free My Waste app.

New waste changes are coming in March 2017. Watch for the announcements and more information coming soon!



Containers only			
Rigid containers from food, drink, cleaning, painting, pet & personal care products (empty & rinse)			
Plastic package #1 - 7	Cans & foil trays	Glass jars & bottles	Cartons & coffee cups
			
			
			

Paper and plastic bags		
Sort paper & plastic bags. Put all bags into one bag and tie shut		
Paper	Paper board	Flexible film plastic
		
		
		

Find out more about the new waste services at www.regionofwaterloo.ca/wastechanges

Space provided through a partnership between industry and Ontario municipalities to support waste diversion programs.

Infographic, designed in the fall 2016, these graphics became the foundation for many of our promotion pieces and were used in multiple pieces.

WASTE MANAGEMENT

Get ready, changes are coming

Starting March 6, 2017, for Cambridge, Kitchener, Waterloo, North Dumfries, Wellesley, Wilmot and Woolwich

NEW Waste collection services

Green bin and blue box

Weekly Collection
No limit to the number of blue boxes and green bins.

Garbage

Every two weeks
Limit of four untagged bags or cans per collection.
Max weight: 23 kg/50 pounds each bag or can (total weight 92 kg/200 pounds/collection)

Any item that doesn't fit into a garbage bag

Every two weeks (with garbage)
(any item that doesn't fit in a garbage bag).
Limit of 3 items per collection

Yard waste

Every two weeks (seasonal)
No limit to the number of paper bags or cans or bundles.
Max weight each bag/bundle: 23 kg/50 pounds

Small apartment building (3 – 6 units*) collection

Garbage: every second week, limit of 10 untagged bags/cans
Green bin and blue box: weekly, no limit
Bulky item and appliance: every second week, limit of 10 items
Yard waste: every second week (spring to fall), no limit
*Over six units: The Region does not provide waste services

rethinkwaste

New collection schedules

All areas in the Region will have the same waste services, however, the collection schedules for services will change.

Check your new schedule and new collection day on our website, www.regionofwaterloo.ca/waste or download the **My Waste** app to your mobile

New collection days

All townships areas and a small area in Kitchener will get a new collection day.

Township rural areas get full services

Rural areas will start weekly blue box and green bin collection and the seasonal yard waste and Christmas tree collection.

because we know you're busy,

EXTRAS

Double garbage days

Residents will be able to put out double the limit of garbage bags/cans after these statutory holidays: Christmas, New Years, Good Friday and Thanksgiving.

Garbage tags

If an extra bag is needed over the limit, garbage tags will be available for purchase (\$2 each) at Regional and municipal locations as well as on-line. Residents will get 10 free tags to start!

Exemptions

Medical exemptions: there will be an application/approval process for additional garbage bags.

Diaper Drop-off: starting March, 2017, families with small children will be able to drop off clear bags of diapers at no cost at our waste sites.

additional DETAILS

Find details about the new waste changes on our website, www.regionofwaterloo.ca/wastechanges. Calendars with complete information on all the waste services, schedules, and an initial free supply of garbage tags will be mailed to all addresses that receive Region collection in advance of the changes (early 2017).

Document Number: 2691008

Document Author: KKIM

Document Type: XPE-PE

Version: 1

Rethink logo:



Radio ads



Billboard, bus ads



Calendar – First time calendar for the majority of our residents.



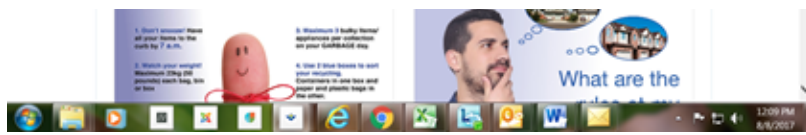
OOPS Collector stickers

Sample of Not bundled properly
Others:
Wrong week
Too many
Not allowed
Too heavy
Contents were frozen



Website ads and messaging – post launch screen shot





Document Number: 2691061

Document Author: KKIM Version: 1

Document Type: XPE-PE

APPENDIX 5: MARKET RESEARCH SUMMARY FOR CIF# 937, Promotion

Fall 2015 Focus Group and survey: Understanding recycling behaviour

Tested	Reaction	Action: key points for messages
Recycling	Strong behaviour and personal beliefs to recycling. Weekly habit.	Drivers: Very committed to recycling, environment, guilt. 1. Build on recycling commitment: Use to drive reduction and sort more. Use 'recycling'; green bin is also recycling. 2. Use word 'habit' to overcome the fear that sorting is more work. 3. Build on resource recovery and choice of end of life or recycle into new product, the whys. 4. Drive to website.
Motivation for recycling	<ul style="list-style-type: none"> Feel guilty if they do not recycle. For our kids, saves money (on landfilling), helps the earth. 	
Commitment to green bin	<ul style="list-style-type: none"> Early adopters continue to use the green bin. Non-adopters are not connected, not convinced the effort is worth it; busy lives. 	
Medium preferred	Print (48 per cent), email, newspaper, website	

May 2016 Focus Group and Survey: Perception toward waste changes

Tested	Reaction	Action: key points for messages
Upcoming changes	<ul style="list-style-type: none"> Limited awareness. High discomfort with bi-weekly garbage collection (storage, smell, what if missed) but not a barrier. Garbage limits: ok, four is too small. Probing showed half currently put out less than four. Tag cost: unaware, sticker shock 	1. Need focused bag tag info: how to use, cost to buy (with comparisons) 2. Need info on bag limits & how many 3. Four bags = 200 pounds changed perception and acceptance. Use 200 pounds.
Recycling	<ul style="list-style-type: none"> Strong commitment. Weekly habit established, could do better, confusion on materials are acceptable. 	1. A blue box refresher is needed (what can be recycled and where to get more info)
Tested messages	<ul style="list-style-type: none"> <i>Diversion rates</i> - modest impact, spike in reaction when used in comparison (we can't have less than Toronto!) <i>Equalized services to all</i>: little impact <i>Reduce</i>: won't change buying habits but will recycle more 	1. Our reasons for change did not resonate with the residents. 2. Reduce means recycling more (not buy less)
Key words that motivate	Want the WHYS, do not want vague statements	1. What is benefit to the environment 2. How MY actions impact 3. Relevant statistics 4. Specific tips for specific items
How to promote changes	Education for public/children, more on recycling, liked App concept, videos on whys and hows, curbside stickers for	1. Promote the App 2. Videos 3. Driver stickers

	incorrect recycling, free liner bags	
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APPENDIX 5 : MARKET RESEARCH SUMMARY - continued

August 2016 Focus Groups: To test the new creative concepts, and test for changes of perceptions from May focus group

Tested	Reaction	Action: key points messages
Awareness to new changes	High degree of awareness of every second week garbage; limited awareness on details such as bag limit, weekly collection of blue box, green bin.	<ol style="list-style-type: none"> 1. Large change in awareness from last focus group. 2. Easy to reach bag limits with weekly blue box and green bin collection.
Blue box Recycling	Confirmed commitment and reason: Habit, landfill, and feels good. Barriers: struggle to keep multiple blue boxes.	<ol style="list-style-type: none"> 1. Issues have changed to storage. Too many blue boxes needed. Want bigger blue boxes. Want more info on sorting.
Tested message: Use two blue boxes 'Do the two-box sort'	Sorting: Good understanding and acceptance on sorting. Many sorted by material type but for different reasons (better organize material in the home, keep boxes cleaner, recycling is easier for family if separate boxes used for different materials). Tested: Stages of sorting: Collection teams sort at the curb. This had a large impact, many did not know, liked that crews sorted into the truck, felt their efforts were helping.	<ol style="list-style-type: none"> 1. Sorting well accepted. More reminders. 2. Build on reasons for sorting (clean sort). Key point: crews sort boxes at curb. The stages of sorting: home, curb, MRC – sorting all the way along for cleaner, better recycling. 3. Use more reminders on what can be recycled (when was last time you checked), go to Waste Whiz or App.
Medium preferred	Print, flyers, website, radio, telephone, app.	<ol style="list-style-type: none"> 1. Good recall on print pieces. Surprise: comments were not 'age' related. 2. Keen interest in the Waste App: more promo
Creative Testing: A third party, Pollen Communication, was used to develop an overarching message for a tag line and graphic visuals. Five concepts were used for testing.		
Tested five different creative	No winner on any of the five concepts. Strong feelings on what was not liked consistent in both groups. Colour very important; liked blue and green. Do not like 'waste' as the first word. Liked 'rethink' but not in the slogans. Slogan too long, keep brief. Liked the recycle symbol in the word waste. Many suggestions for re-design.	<ol style="list-style-type: none"> 1. Did not use any of the concepts as submitted. Both groups took the favourable elements, and re-designed to a simple the message. 2. "Rethink Waste" with symbols replacing some letters (recycle symbol of a)

APPENDIX 6 : Implementation details of CIF #946, Blue box giveaway

Application to CIF approved, Survey current CIF suppliers, Submit draft/finalize CIF agreement, deliverables, Email CIF considerations for next vendor/RFP Complete CIF container purchase needs survey	September to December 2015, January 2016
Phase 1 starts - Draft implementation strategy	November 2015
ROW Committee approves TES-WMS-16-03 (page 68)	April 2016
Venues Includes receive approval to book, finalize date and agreements, site visits, insurance certificates, construction issues, other logistics	April to August
Survey new CIF vendors	April
Test box on collection vehicle	April
Curbside participation audit - baseline Snapshot to determine bbox (gbin and garbage) set out, percentage of oversized boxes	April to May
Blue Box purchase (Gracious Living) Includes letter of intent, Finance report, PO, hotstamp, meeting to discuss logistics of giveaway (GLs first giveaway)	June to September
Email CIF update	June 22
Contact Food Banks Confirmed Food Banks were interested, finalized logistics, certificates of insurance	June to August
Training: Prepare presentation, materials For both internal and external staff	June to Sep
Promotion and Education Prelaunch information – posters, info card (distributed at our Cambridge and Waterloo offices, Operations centre, transfer stations and libraries) Updates to staff Website: Update re: 2 sort included ads, sliders about the giveaway event Postcard – modified from the original card – one side that had resources for the curbside service level changes and My Waste app was changed to 2 blue box sort system showing the larger Containers Only blue box. This was distributed to residents at the event, once their proof of residency was confirmed, and leftovers were distributed afterwards at our facilities. Newspaper ads - over 20 ads ran in papers in each municipality from Sept 7-17 Radio ads – 30 second ads ran approx. 300 times over 6 local stations Blue box stickers – 2 (Containers Only, Paper) Signs – enter/exit, and to promote posting on social media Banners- 2 banners at each site; to promote the 2 box sort system Event FAQs – staff, resident versions (pre and post event) Blue Box brochure update to reflect larger blue box, and emphasis two box sort Electronic newsletter – special “blue” edition Sept 2016 (relaunching Blue Box program, BIG giveaway event, Nyle Ludolph, sorting system, blue box stickers, tips, blue box replacement; October edition had BIG blue box FAQs and update Memo to Council, Media release, Post event FAQs	September Monthly (Apr to Sep) June to September August to September
Staffing Includes drafting/approval of roles and responsibilities, training, logistics. Internal staff (Waste Management, police) and external (Temporary, vendors)	July to September
Supplies for event: Prepare kits for each event site including health and safety items (gloves, vests, etc.), manual (FAQs, contacts, copies of insurances, training materials, etc.), raingear, and other miscellaneous supplies.	August to September
Pre-event set up: Site trailer locations, deliver supplies (signs, promotional materials, etc.)	September 16
Run event!	September 17
Post-event debrief with staff	September 19
Update FAQs on website, update staff, handle resident and media inquiries	September
Phase 2 starts - Arrange next shipments with Gracious Living	September – Oct.
Coordinate with staff re: vouchers, waiting list – launch when blue boxes arrive; update website, Call Centre	September - Oct
Coordinate logistics with Townships and Gracious Living for Township events	September 2016 to February 2017
Coordinate logistics for City of Kitchener distribution (Goodrich Drive)	September to December
Continue to receive loads, distribution at Cambridge and Waterloo Administration buildings	ongoing
Continue to promote two-box sort on webiste	

APPENDIX 7: EXAMPLES OF PROMOTIONAL MATERIALS FOR CIF #946

Radio ads



cb_Region of Waterloo FINAL- BlueBox17th-rev_4068_3.mp3



cb_Region of Waterloo -FINAL- BlueBoxThisSAT-rev_4069_3.mp3



cb_Region of Waterloo - FINAL-BlueBoxTod-rev_4071_3.mp3

Pre-launch Poster

The **BIG** Blue Box Giveaway!

is coming to
the Cambridge Centre Mall,
the Kitchener Auditorium
and Conestoga Mall

SEPTEMBER 17, 2016

CONTAINERS ONLY

Empty. Rinse. Do not bag. No straws. Maximum 23 kg (50 lbs.)

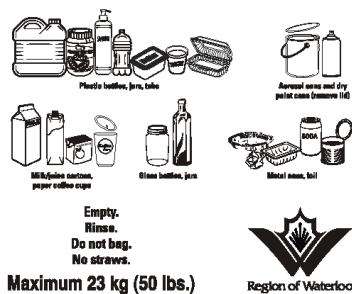
- One per household.
- Proof of residence required.
- First come, first served.

Green bins will also be available. Non-perishable donations to support the local Food Banks are welcome.

For more information visit www.regionofwaterloo.ca

Container Only blue box hot stamps

CONTAINERS ONLY



CONTAINERS ONLY



Region of Waterloo
519-575-4400

WE RECYCLE

Media Release



Region of Waterloo

TRANSPORTATION AND
ENVIRONMENTAL SERVICES

Waste Management

925 Erb Street West

Waterloo, ON, Canada N2J 3Z4

NEWS RELEASE

For Immediate Release

September 7, 2016

Free blue box giveaway on September 17

Waterloo Region – The Region of Waterloo is giving away free blue boxes to help residents get ready for garbage collection every second week next March, and make sure all recyclables are diverted from landfill.

Residents participating in the Region of Waterloo's Blue Box program can pick up a free, large "containers only" blue box on Saturday, September 17, 2016 between 7:30 a.m. to 1:30 p.m., while supplies last, in the parking lots of the following locations:

- The Cambridge Centre Mall, 355 Hespeler Road, Cambridge
- The Kitchener Auditorium, 400 East Avenue, Kitchener
- Conestoga Mall, 550 King Street North, Waterloo

One blue box per household. First come, first served. Proof of residency in Waterloo Region (e.g. driver's license, utility bill) is required.

According to residential waste audits, approximately 14 per cent of residential garbage (by weight) is actually blue box recyclables. Residents can now use a larger 89 litre blue box for "containers only". Residents are encouraged to continue to use a second smaller blue box for paper products and plastic bags to ensure they do not go over the 23 kilogram weight limit.

With the lower garbage limits and garbage collected every second week starting in March 2017, it is anticipated that more recyclables will be diverted from garbage cans to blue boxes and green bins. "The focus will be on what can be recycled every week," says Jon Arsenault, Director of Waste Management. "This bigger blue box will make it easier for residents to sort, and provide extra room to recycle more."

Blue boxes will be given out at no charge; residents are encouraged to bring donations of non-perishable food for the local food banks.

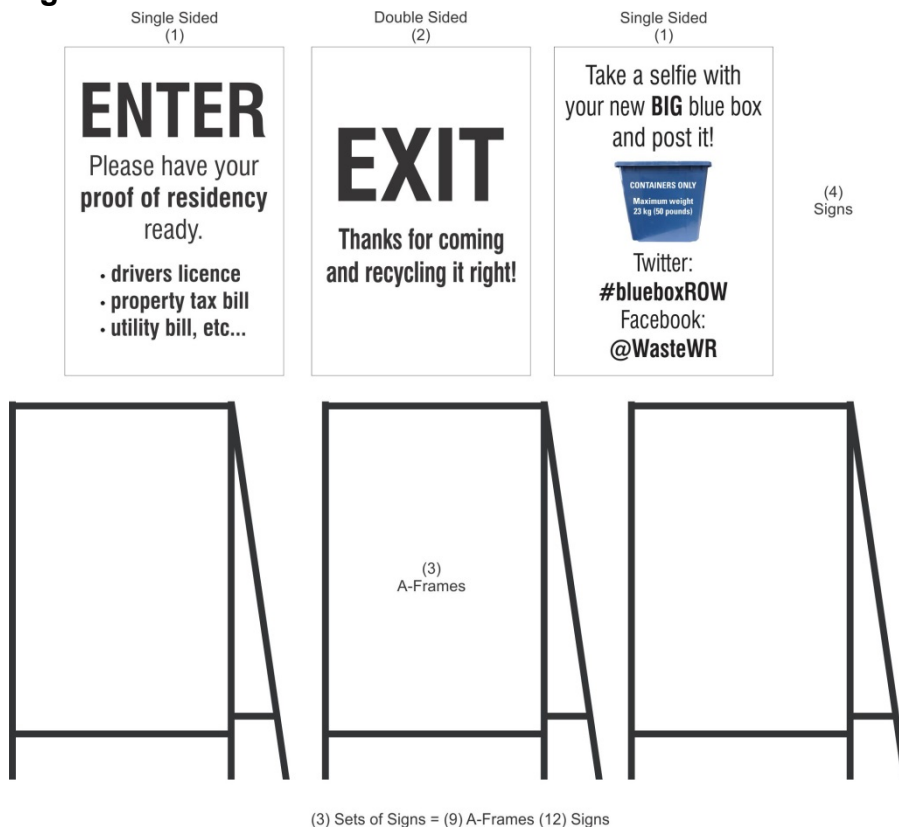
A supply of green bins will also be available at each location, free of charge, one per household.

For more information, please contact the Region's Service First Call Centre at 519-575-4400.

-30-

For media inquiries, please contact: Cari Rastas Howard, 519-575-4400 ext. 8412

Signs at the event



Launch postcard

Similar colours to poster Side 1 had 2 blue box sort, Side 2 March curbside collection services changes. Distributed at giveaway once residency had been confirmed and used after the event as promotional piece distributed at ROW reception, municipal offices and other outreach events

Photos of September 17, 2016 giveaway day (approximately 7 a.m., Waterloo (Conestoga Mall) location)





Blue Box 2-sort stickers (distributed at our waste management administration offices, ordered through our call centre). Residents to adhere to existing boxes to facilitate sorting.



Region of Waterloo
519-575-4400

WE RECYCLE

Containers only

Maximum 23 kg (50 lbs.)



Empty
Rinse
Do not bag



Region of Waterloo
519-575-4400

WE RECYCLE

Paper products and plastic bags

Maximum 23 kg (50 lbs.)



Flatten boxes
Bag or bundle

Phase 2 – Township giveaway

Poster/ad

Document Number: 2691034

Document Author: KKIM

Document Type: XPE-PE

Version: 1

Blue Box Giveaway!



is coming to the
Wilmot Recreation Complex
1291 Nafziger Road,
Baden

November 30, 2016

- One per household
- Proof of residence required.
- First come, first served.

The new bigger size will help you recycle more cans, cartons, bottles and jars but is not mandatory.

Get prepared for the new curbside collection changes starting March 2017! See www.regionofwaterloo.ca/wastechanges for more information.

**rethink
waste**

For more information visit
www.wilmot.ca



TOWNSHIP
OF WILMOT

Do you need a **BIG** Blue Box?



- Do you use more than one regular-sized blue box every week for cans, cartons, bottles and jars?
- Is one of your current blue boxes broken?
- Do you need reminders about all the different types of containers that are accepted in the Blue Box program?

If you answer "yes" to any of these questions, pick up an 89 litre "containers only" blue box at one of the following locations:

Where:

- Township of Woolwich Administration building, 24 Church St. W. Elmira, open Monday to Friday 9 a.m. to 5 p.m.
- Woolwich Memorial Centre, 24 Snyder Ave S. Elmira Sunday to Saturday 9 a.m. to 9 p.m.
- Breslau Community Centre, 100 Andover Dr. Breslau Monday to Friday 4 p.m. to 9 p.m., Saturday and Sunday 10 a.m. to 3 p.m.

One per household, as supplies last. Proof of residency required.



**rethink
waste**

**WOOLWICH
TOWNSHIP**

www.woolwich.ca
519-669-6026



www.regionofwaterloo.ca/waste
519-575-4400 TTY 519-575-4606

APPENDIX 8: PHOTOS OF CONTAINERS ONLY BLUE BOX SET OUT

