

2

THREE-STREAM PROMOTION AND EDUCATION CAMPAIGN

The Solid Waste Management Committee recommends the following:

1. The recommendations contained in the following report, February 2, 2005, from the Commissioner of Transportation and Works, be adopted subject to replacing Tables 1 and 2 in this report with the following Tables 1 and 2:

Table 1
2005 Draft Budget for P&E Development

Item	Budget Allocation	Status
<u>Source separated organics</u>		
- creative messaging	\$33,000	Underway
- focus groups	\$19,000	February
- graphic production	\$11,000	March
- advertising space	\$10,000	4th quarter
- short-term contract staff	0	
- promotional material	0	
- Ipsos-Reid survey follow-up	0	
- displays	0	
- newsletter	0	
- distribution costs	0	
<u>New blue box materials</u>		
- creative messaging	\$30,000	February
- focus groups	\$10,000	February/March
- graphic production	\$20,000	April
- advertising space	\$60,000	2 nd & 3 rd quarters
- promotional material	\$13,000	
- short-term contract staff	\$18,000	
- displays	\$3,000	
- newsletter	0	
- distribution costs	0	
Total	\$227,000	

Table 2
2005 Draft Budget Summary

Item	Budget Allocation
Three-Stream Promotion Development (Table 1)	\$227,000
Backyard Composters	0
Total	\$227,000

2. Staff report back on a regular basis with respect to the funding of the promotional and education campaign.

1. RECOMMENDATIONS

It is recommended that:

1. Council endorse staff's proposed plans to develop, in cooperation with local municipalities, a promotional and education campaign as outlined in this report to support the local municipalities' launch of their three-stream collection programs.
2. The Commissioner of Transportation and Works be authorized to retain consulting and/or marketing services as required, complying with the Region's Purchasing By-Law to an upset limit of \$92,000 to assist with the development of key elements of the Region's three-stream promotional campaign as discussed in this report.

2. PURPOSE

This report summarizes the Region's three-stream promotion and education campaign. The report will provide an overview of the plan, progress made to date and will identify areas where additional marketing and consulting services may be required.

3. BACKGROUND

On Wednesday, January 12th, 2005 Solid Waste Management Committee heard a deputation by Mr. G. Landon and Partnership Marketing. Mr. Landon proposed that Partnership Marketing be hired by the Region to develop a promotional campaign to support the launch of local municipalities' source separated organics (SSO) collection programs. Committee subsequently directed staff to prepare a report dealing with the issues discussed including provisions for an invitational RFP.

4. ANALYSIS AND OPTIONS

On June 12th, 2003, (Clause 4 of Report No. 2 of the Solid Waste Management Committee) Regional Council approved the addition of a Promotion and Education (P&E) Coordinator to develop Region-wide education programs to promote waste

reduction and diversion. This person was hired in March 2004 and has been revising the Branch's current promotion activities as well as developing the three-stream promotional campaign.

4.1 The Regional Three-Stream Promotional Campaign

The introduction of the three-stream program in York Region represents the most significant change to the Region's waste management program since the introduction of the blue box program in the 1980's. Residents need to be informed of the changes including how to sort material in their homes as well as what new items can be placed in the blue box. Staff has been developing a promotion and education campaign to ensure effective program participation.

In March 2004, Council adopted a recommendation to commence a three-stream pilot in Markham in September 2004. The Region's cost for the pilot was estimated to be \$490,000 of which Markham was asked to pay up to \$245,000. The Region's costs to implement the pilot included processing of the blue box material at the City of Toronto's material recovery facilities, the loss in revenue from the sale of the material, transfer and processing of SSO and the development of the associated promotional campaign. Markham took the lead on the development of the promotional campaign which cost \$114,000. The Region contributed \$45,000 towards Markham's cost. The following activities were undertaken by Markham in conjunction with Regional staff:

- Public information sessions and focus groups were held throughout the pilot area.
- Door hangers and a three-stream collection calendar were delivered to each household.
- A "Mission Green" newsletter was distributed town wide.
- Promotional items such as T-shirts and buttons were developed.
- Mobile signs were erected and ads were placed in local newspapers announcing the launch.
- Instructional materials identifying incorrect set-outs to residents were developed.
- A variety of promotional and follow up activities were also conducted.

Considerable information was gained through this pilot. Attitudinal research conducted prior to the launch suggested residents were ready to do more to divert waste. The promotional campaign delivered by Markham was successful because it provided residents with the information and tools to participate effectively. Ward Councillor support was a key factor in addressing concerns and bolstering confidence in the new program. Opportunities for improvement include reducing the amount of information provided with the carts and improving the use of graphics on promotional materials. Early indications are that program participation is good and diversion rates are meeting expectations.

The pilot serves as an effective template from which the other local municipalities can build successful launches for their three-stream collection programs. A summary of the associated promotional materials and activities along with samples have already been

made available to the local municipalities. Markham also held a session on January 21, 2005 to review the pilot program's results, including "Lessons Learned".

Regional staff is incorporating the learning from the pilot program as they continue to develop their promotion and education plans. Staff from the local municipalities have identified that the program roll-out should be led by them as they are responsible for collection. Therefore, the approach adopted by Regional staff has been to develop a multi-level campaign focussing on the following two issues:

- A broad advertising strategy intended to encourage waste reduction and participation in local municipal recycling programs.
- Providing assistance to the local municipalities for the development of three-stream collection promotional materials where requested.

4.1.1 Broad Based Advertising Strategy

Regional staff is working on a broad promotional strategy designed to promote both initial and long term participation in the three-stream collection program. This strategy is intended to link participation in the new SSO and expanded blue box programs back to the underlying issue of the Region's lack of a local disposal option. The strategy has five developmental components including:

- Demographic research
- Definition of the message(s)
- Identification of the appropriate medium(s)
- Development of the creative materials
- Delivery of the strategy

In the summer and fall of 2004, Regional staff conducted a major public attitudes survey and eight focus groups (including urban and rural subgroups). We also participated in six open houses as part of Markham's pilot project. The findings of these sessions provided additional data on demographic and attitudinal data already available. Research to identify additional ethnic based attitudinal information is currently underway and will be completed by mid February.

The consulting firms of McConnell Weaver and Informa Market Research have been retained by staff to assist with the development and testing of the associated messaging and print creative. A variety of messages are to be tested including the need for change and residents willingness to do more. Focus groups are planned for February to test the proposed messages with various ethnic groups in the Region. An appropriate media strategy will then be developed for use throughout the Region. Part-time contract staff will be hired to assist in presentations at schools, community groups and to manage customer inquiries. The budgeted costs for this work are outlined in Table 1.

Delivery of the strategy is expected to focus on print media pending the results of the focus group work. It will deliver awareness raising messages to inform residents of the need to reduce waste generation and the coming program changes. Advertising in 2005

will concentrate on the planned July and September launches of Richmond Hill and Markham respectively for the complete three-stream program, and for new blue box items for the balance of the Region. Some level of confusion will occur amongst the public in municipalities that will not be starting the three-stream program in 2005. Regional staff will be discussing this matter with the local municipal staff to identify means of minimizing this situation.

Table 1
2005 Draft Budget for P&E Development

Item	Budget Allocation	Status
<u>Source separated organics</u>		
- creative messaging	\$33,000	Underway
- focus groups	\$19,000	February
- graphic production	\$11,000	March
- advertising space	\$50,000	2 nd & 3 rd quarters
- short-term contract staff	\$18,000	
- promotional material	\$7,000	
- Ipsos-Reid survey follow-up	\$25,000	4 th quarter
- displays	\$3,000	
- newsletter	\$34,000	September
- distribution costs	\$27,000	September
<u>New blue box materials</u>		
- creative messaging	\$30,000	February
- focus groups	\$10,000	February/March
- graphic production	\$20,000	April
- advertising space	\$60,000	2 nd & 3 rd quarters
- promotional material	\$13,000	
- short-term contract staff	\$18,000	
- displays	\$3,000	
- newsletter	\$34,000	June
- distribution costs	\$27,000	June
Total	\$442,000	

4.1.2 Promotion and Education Assistance to the Local Municipalities

The Region and the local municipalities will have developed an effective message and promotional material once the process described above is complete. The next challenge is the actual delivery of the promotion and education campaign.

Historically there have been minimal funds available in the smaller municipalities in the Region for waste reduction promotion and education. In recognition of this fact, Regional staff have included in the draft 2005 Operating Budget significant funds as noted in Table 1 to support and ensure that there is a successful program across the

Region. Given the costs incurred in the Markham pilot, it is still expected that each municipality will need to set aside funds and resources to promote the launch of their new collection program independent of the Region's broad promotional efforts. There will be significant savings from a graphic development perspective as the local municipalities already have access to the materials developed under the Mission Green pilot and the Region is developing supporting promotional material as outlined in Section 4.1.1.

4.2 Outstanding Needs

The development of the promotion and education program has involved hiring consultants and working with the local municipalities. Efforts to date by staff have been focused on development of a campaign to promote the launch of the SSO collection. Less effort has been spent to date on the switch to the single stream blue box collection that will start in July 2005 for all municipalities in the Region. With the opening of the Region's new material recovery centre, the Region will be expanding the blue box program to accept a variety of new materials. Extensive promotion and education will be required to raise public awareness of these changes and ensure their participation.

Staff believes that the development of the promotion and education campaign is well underway as noted in Section 4.1.1. Engaging a new firm to develop an overall program as suggested at the January Solid Waste Management Committee is not recommended. Hiring another firm to redo this work is redundant and would result in unnecessary additional expenses and delay. It is recommended therefore that staff continue to lead the development and delivery of the Region's three-stream promotion and education campaign and hire additional expertise as needed. Some elements identified in the presentation by Partnership Marketing at the committee meeting have not, however, been considered by staff. Therefore, it is further recommended that staff be authorized to contract with a firm to develop those elements of interest to staff. It is recommended therefore that Council authorize staff to solicit proposal/ quotations from local consulting and marketing firms and select a proponent for this work.

4.3 Backyard Composting

The introduction of the SSO system recognizes the reality that many homeowners are not willing to participate in a backyard composting program. For those residents who are willing to participate in backyard composting, we need to encourage and support their efforts. Backyard composting is an effective management system for food and yard waste and is significantly less expensive than curbside collection programs. In 2004 the Region subsidized the distribution of almost 3,800 composting units by local municipalities to homeowners. The draft 2005 Operating Budget has included \$58,000 for the purchase and promotion of backyard composting as part of the three-stream program implementation. The local municipalities have expressed interest in a similar distribution program for 2005.

5. FINANCIAL IMPLICATIONS

A total of \$500,000 has been allocated in the draft 2005 Operating Budget for the Solid Waste Management Branch to support the launch of the three-stream collection program. A breakdown of the proposed budget is summarized in Table 2.

Table 2
2005 Draft Budget Summary

Item	Budget Allocation
Three-Stream Promotion Development (Table 1)	\$442,000
Backyard Composters	\$58,000
Total	\$500,000

Staff will need to reallocate funds amongst the program items identified if the approved 2005 operating budget is reduced.

6. LOCAL MUNICIPAL IMPACT

The successful launch of the three-stream program will require a coordinated promotional effort at both levels of government in York Region. Discussions are already underway with those municipalities with firm launch plans on how to integrate Regional and local municipal promotional efforts. The promotion plan outlined in Section 4.1.1 will provide the development of a comprehensive plan which can be used and modified by each municipality to meet the needs of their residents. Regional staff will work closely with each municipality to ensure that there is no duplication of effort and that there is a consistent program that will lead to a successful launch and continued participation in the three-stream program.

7. CONCLUSION

The Region's promotional campaign for the launch of the new three-stream diversion program is currently under development. Additional consulting services will be required to complete the work as will further discussions with local municipalities on the effective integration of our respective promotional efforts.

The Senior Management Group has reviewed this report.