

**Stewardship Ontario Effectiveness and  
Efficiency Fund Project 105:  
ENHANCED BLUE BOX RECOVERY**

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**Strategic Communication Plan**

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**(May 2006)**

Prepared for Stewardship Ontario, the Regions of Peel, York and Durham  
and the City of Toronto

by

McConnell Weaver Communication Management

41 St. Philip St. (Box 131)  
Milford, Ontario, Canada K0K 2P0  
Phone: 613-471-1816/Cel: 416-452-2373  
Email: [mcweav@kos.net](mailto:mcweav@kos.net)

## **Concerning the Effectiveness and Efficiency Fund Project # 105: Enhancing Blue Box Recovery**

Project # 105 aims to increase the recovery of recyclables in the “Golden Horseshoe” area of Ontario by heightening awareness among residents of the materials that can be recycled and encouraging more efficient recycling behaviour. The early stages of this project involved:

- undertaking an analysis of the sources of under-recovered recyclables to identify opportunities for improvements to recycling rates. MGM Management conducted this analysis and submitted a report entitled: *Segmentation Analysis of Available Recyclables in the Greater Toronto Area and the City of Hamilton and Niagara Region*;
- conducting consumer research to gather information on residents’ attitudes and behaviours regarding single-family and multi-family recycling. This work was managed by McConnell Weaver Communication Management, who sub-contracted facilitation of the qualitative and quantitative research to Informa Market Research Co. Ltd.

Informa has generated two main reports – one focusing on the qualitative focus group research and the other on the results of a quantitative (benchmark) telephone survey – as well as an Executive Summary of those two documents:

- *Stewardship Ontario Effectiveness and Efficiency Fund Project 105: ENHANCED BLUE BOX RECOVERY, Communication & Benchmark Survey—Focus Group Report, GTA—Durham, Peel and York Regions and City of Toronto, February 2006.*
- *Stewardship Ontario Effectiveness and Efficiency Fund Project 105: ENHANCED BLUE BOX RECOVERY: Benchmark Survey*

The fourth (and core) report stemming from this initial stage of Project # 105 is this Strategic Communication Plan authored by McConnell Weaver, which draws on both the technical and consumer research and provides the overall direction recommended for the communication and education (C&E) campaign. It includes communication messages aimed at specific segments of the target populations where single-family and multi-family recycling can be further optimized in the Golden Horseshoe area.

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## **Overview**

The Effectiveness and Efficiency Fund Project # 105 aims to enhance Blue Box recovery rates in the targeted area comprising the Golden Horseshoe of Ontario: Durham, York, Peel, Toronto, Halton, Hamilton and Niagara. This geographic area contains 49% of the province's households and represents some of the most challenging recycling issues in the urban setting. Among these challenges are:

1. A high percentage of the population resides in multi-family buildings which generally have a poor recycling performance record (estimated to be at 40% of available recyclables<sup>1</sup>).
2. A single family household sector that is recycling at a higher rate (estimated to be at 70%<sup>2</sup>) which leaves less room for improvement before the performance "ceiling" is reached (it is generally agreed that 100% recovery cannot be expected).

This strategic communication plan examines key communication issues which have an impact on recycling behaviour. It proposes using television commercials as a means of reaching the key audience to support and enhance the motivation to recycle. It should be noted that using television as a means of reaching the target audience with key messages has never been used before in the greater GTA, largely because of the cost associated with such activities. The use of television in this case is supported by the research (qualitative) in which the target audience identifies television as an important means of communicating with them.

An enhancement to this campaign will be an initiative to include newspaper advertising which will carry the same recycling messages. The current plan is to engage the proponent municipalities in an agreement to allocate some or all of their in-kind newspaper space made available to them through the stewardship program. Quantitative researched showed people favourable view newspapers as a means of getting messages about recycling.

Because the motivation to recycle and the opportunity to recycle go hand in hand, this strategy also describes some of the operational barriers to better recycling performance that were identified in the research and that informed the development of this plan. While addressing these barriers is not a purview of either this strategic plan or of Stewardship Ontario, it is important that this plan flag them as a warning to the municipal partners so there is an understanding that improved recycling behaviour is a product of both the opportunity and convenience of recycling, as well as the awareness and understanding of how to recycle properly. In fact, germane to this point is the fact that if people are moved to respond to the "call to action" in the advertising and then bump up against barriers to new efforts to recycle, people will become cynical and in all likelihood will not respond to such stimulus again. In essence, the television commercial campaign will not work if the recycling/collection infrastructure is not capable of facilitating and supporting the behaviour.

### **Chief Goals**

The chief goals of this communication and education(C&E) project are to:

- build and sustain improved recycling behaviour among residents of the two housing sectors (specifics are detailed later in this plan) in order to optimize the capacity created by the new capital investment in processing infrastructure that has and is being developed in the Golden Horseshoe area of Ontario; and
- increase cost-effectively the number of recyclables recovered in the Golden Horseshoe area by 25,000 tonnes recorded in the 2008 Datacall.

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<sup>1</sup> Segmentation Analysis of Available Recyclables in the Greater Toronto Area and the City of Hamilton and Niagara Region.

<sup>2</sup> Segmentation Analysis of Available Recyclables in the Greater Toronto Area and the City of Hamilton and Niagara Region.

## **Key Assumptions**

It likely will be easier to encourage residents who are already recycling to recycle more efficiently than it will be to motivate people who don't recycle at all (reported at about 5%<sup>3</sup>) or recycle minimally to start recycling or to improve recycling behaviour respectively.

Relevant to that is the premise that it will be easier to achieve increased recovery rates in households that live in multi-family buildings. Even though multi-family offers the larger percentage of potential improvement, these folks face greater barriers to efficient recycling than single family households. Therefore, it may in fact be easier to push recovery rates in single family households than it will be in multi-family households. This assumption will have to be tested through the evaluation mechanisms.

## **Achieving Sustainable Behavioural Change**

Bringing about a change in recycler behaviour by using television advertising will not be a one-time campaign or even a single year campaign. In the first place, year one will comprise the up-front development of one or possibly more effective commercials (from which print ads will be derived). The schedule does call for the campaign to be tested on air and in print in the fall of 2006; however, the scope of the campaign is yet to be defined. It should be noted that a sustained change in recycling behaviour will only come about if the campaign is prominently in the face of the target audience (a high gross rating point [GRP]) over time.

Once the television and print advertising has been generated, a greater proportion of the annual budgets will be available for the "media buy."

The proponents of this C&E campaign should expect that project # 105 will comprise a multi-year strategy. Each year or phase of the project will be evaluated through mechanisms that measure effectiveness and, as needed, the campaign will be adjusted.

## **Benefits to Municipalities**

The benefits to municipalities in the Golden Horseshoe and the GTA in particular, are well known: less reliance on Michigan landfill and fewer trucks on the road to the US.

## **Benefits to Stewards**

Investment in recycling processing capacity and infrastructure in the Golden Horseshoe is climbing. Stewards benefit from the optimization of the investment by ensuring the recycling processing facilities are operating at or near top efficiency.

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<sup>3</sup> Quantitative Research: "Enhancing Blue Box Recovery, Stewardship Ontario E&E Fund, Benchmark Survey, Informa Market Research.

# **Communication Strategy**

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## **Situation**

The Effectiveness and Efficiency (E&E) Fund is tasked with improving the efficiency and effectiveness of the residential recycling system in Ontario. Through the use of strategic funding, Stewardship Ontario is investing in research and capital projects to improve the cost effectiveness of the Ontario Blue Box material recycling system.

Part of this strategy involved establishing a partnership among GTA municipalities (the Regions of Peel, York and Durham and the City of Toronto) and Stewardship Ontario to explore opportunities to increase the recovery of recyclable materials by encouraging people through education and promotion to be better recyclers. Funding for this project has been approved by the Municipal Industry Program Committee (MIPC) and the Stewardship Ontario Projects Committee under Project # 105, Enhancing Blue Box Recovery.

As a first step, Stewardship Ontario authorized technical research in support of determining the sources of under-recovered recyclables by examining recovery rates in single family households, multi-family households, material recovery facilities (MRFs), elementary and secondary schools and public spaces. Reports on the results of this technical work are available on the Stewardship Ontario website at:  
[www.stewardshipontario.ca/funding/ee/projects/cne.htm](http://www.stewardshipontario.ca/funding/ee/projects/cne.htm).

In addition, Stewardship Ontario funded a communication and education (C&E) component which includes primary public opinion benchmark and tracking research and a promotion campaign. Benchmark research took place in the Fall, 2005 and it, along with the technical work informed the development of this strategic communication plan.

## **Purpose**

This strategic communication plan recommends directions for the proponents (Stewardship Ontario and the participating municipalities) to encourage people living in the Golden Horseshoe area of the province to recycle more effectively. This strategic plan is not meant to take the place of what municipalities and/or regions are already doing or planning to do in promoting recycling or educating residents, but rather is intended to support their efforts through an effective, universal message and information that will tap into people's willingness or desire to recycle. Specifically, this strategy aims to:

1. use the information provided through the technical work already completed to identify where there is potential for new tonnes,
2. develop a better understanding of the benefits of recycling vs. disposal,
3. understand and address the gap between recycling performance in multi-family dwellings compared with single family dwellings, and
4. raise awareness of the various materials that are accepted in municipal recycling systems.

Overall, the purpose of the tactics recommended here are to drive up recovery rates for all materials currently accepted in target municipalities. However, it should be noted at the outset that communication activities do not drive recycling per se but rather support the propensity and the opportunity to recycle.

If there is no opportunity to recycle or if the barriers to recycling (e.g. the capacity of the boxes is too small; the apartment bins are always full) are too great, communication and/or promotion activities will not overcome them. If, however, people want to recycle, they have a convenient opportunity to recycle, they are reminded regularly that recycling is important and

their behaviour is rewarded (e.g. with information reinforcing that their efforts are making a difference), they will respond to the stimulus and with the proper motivational information, sustain the appropriate behaviour.

### **Strategic Plan Structure**

This Strategic Communication Plan has been developed using accepted standard communication principles: thorough, professional research and analysis leading to the formulation of this strategic approach and the communication tactics, and then measuring the effectiveness of the tactics through proven evaluation mechanisms.

### **Specific Direction Regarding Geographic Target**

The geographic target for the campaign recommended in this plan is the GTA and the Golden Horseshoe; however, it is recognized that residents living throughout Ontario will be exposed to the messages. The ramifications of this are discussed in the section entitled "Issues Management."

### **Background**

In 2005, the proponents applied to the Effectiveness and Efficiency (E&E) Fund which is managed by Stewardship Ontario for a grant to undertake a GTA-wide effort to increase recycling recovery rates through a communication promotion/education (C&E) campaign. As stated, the project has two components: technical and C&E. The technical project manager (MGM Management) struck a technical committee comprising representatives from the operations management staff of each proponent. This committee oversaw a series of technical studies to examine broadly the sources of under-recovered recyclables and identify opportunities for improvements. This was accomplished by analyzing waste composition audits of single and multi-family dwellings, MRFs and public spaces, as well as collecting secondary research about recycling recovery in schools.

In 2005, the proponents contracted with McConnell Weaver Communication Management to develop a strategic plan guiding the implementation of the C&E project. The first step in doing so was to undertake initial, benchmark qualitative (focus groups) and quantitative (scientifically representative telephone survey) research.

Inherent in this plan is the understanding that mass media vehicles will be used to support the endeavour to reach a targeted increase in recovery rates of recyclable materials.

This strategic plan is the result of analysis carried out on three key information sources.

### **Components of this Plan**

The components of this plan are:

1. qualitative research results that impact the strategic approach
2. quantitative research results that impact the strategic approach
3. technical studies that are relevant to the strategic approach
4. issues discussion and management
5. communication tactics
6. workplan and schedule

## **Qualitative Research Results that Impact Plan Development**

The qualitative research was conducted in the fall of 2005 by sub-contractor, Informa Market Research. Informa has prepared a detailed report: *Stewardship Ontario Effectiveness and Efficiency Fund Project 105: ENHANCED BLUE BOX RECOVERY, Communication & Benchmark Survey—Focus Group Report, GTA—Durham, Peel and York Regions and City of Toronto, February 2006*. McConnell Weaver recommends it be read as a background to this communication strategy.

Six focus groups were conducted: two each in Toronto, Durham and York. Overall, 41 people, men and women, participated—26 curbside recyclers and 15 residents of multi-unit buildings. The groups were segregated to all male and all female to allow each group to voice opinions in a homogeneous setting. They were recruited from neighbourhoods that were shown to have higher than average amounts of litter; the premise being that residents in these neighbourhoods might have less propensity to recycle and therefore potentially could yield higher recovery returns if motivated to recycle more effectively.

### **Key Findings**

Qualitative research must be viewed as directional only. It is not scientifically based nor does it represent the population base (contrary to quantitative research, which is discussed later in this report). It should be noted that in these focus groups, the degree of misinformation about recycling in general and the process and recyclability of specific materials was particularly significant.

### **Recycling Attitudes and Behaviours**

- Though they wished it were otherwise, women identified themselves as generally the primary drivers of recycling activities in the household; men tended to take the roll of moving recycling boxes to the curb in single family households.
- Women tended to rate the convenience of recycling higher than the men did. Women were more satisfied with the system and overall, believed in recycling more than men did. (Men indicated they relied on their spouses to keep them informed of changes to the recycling system.)
- Children, though participants in recycling routines when directed were not prime motivators in the household; women described having to fish recyclables out of the garbage that their children had thrown there.
- Generally speaking, recycling awareness and activity is confined to the kitchen; few recyclables are collected from other locations in the household.
- Most participants could name the core materials that have been in the recycling system from the beginning but grew hesitant when they tried to name other materials that have been added piecemeal over time.
- They perceive that they recycle at a much more efficient level than they actually do. Most claim they recycle “all or most” of the materials accepted in their programs.
- Participants from both single family and multi-family dwellings were aware of the fact that garbage is shipped to Michigan but not aware that the border could close. People were split on whether shipping waste to Michigan was okay or not okay. When asked, they could come up with some suggestions (another landfill site somewhere in Ontario; disposal in a Northern Ontario mine; incineration) but without any in-depth sense of the implications of such suggestions.
- When asked to rate their recycling program according to a handful of categories, communication with them and educational materials to help guide them received the lowest average (for clarity, 5.7 and for frequency, 4.3 out of 10).

### **Household Operational Issues—Apartments**

- Not surprisingly, a big barrier to more efficient recycling behaviour is the lack of space to store recyclables for long in apartments. Multi-family householders who try to recycle utilize tiny spaces to store recyclables until routine or circumstance prompts them to take the materials to the apartment bins.
- Few have a standard apartment size blue box or other container to remind them to recycle.
- With few exceptions, apartment residents do not have nor recall receiving educational information to guide them in the recycling process. Many buildings lack posters or other signage to help promote recycling. Residents refer to the labels on bins as an indication concerning what is recyclable.
- Poor recycling habits in buildings, e.g. garbage liberally left in recycling bins, discourages recycling behaviour.
- Major factors that discourage apartment recycling behaviour include poorly lit, inaccessible locations that lack appropriate security; dirty, untidy, sometimes critter infested recycling bins; too few bins that are always full; and bins stuffed with garbage bags.
- Garbage chute rooms are too convenient and lack recycling information encouraging residents to defer from sending recyclables down the chutes.
- The inconvenience of having to source separate at the bins: some suggested allowing apartment residents to commingle.
- All of these factors and more de-emphasize recycling and underscore that it must not be important or required.

### **Household Operational Issues—Single Family Houses**

- With semi-weekly collection, householders frequently run out of capacity in their existing boxes and when that happens they throw extra recyclables in the garbage.
- Generally speaking, householders are not motivated to purchase as many recycling boxes as they might need though some do acquire extras (many of these households have up to four).
- Householders are turned off recycling when their collectors treat the bins disrespectfully by flinging them around the yard.
- Litter is created by open topped recycling boxes and that annoys some householders.
- Concern about identity theft inhibits greater recycling of personal printed papers.

### **Focus Group Related Suggested Messages/Motivators**

These are suggested in the research report; they are not positioned in order of priority.

- Explain commingling to allay resentment that householders are separating recyclables only to see collectors toss everything into a single compartment.
- Collectors/superintendents are very important ambassadors and educators for recycling. They can make or break positive recycling behaviour.
- Provide information on targets and feedback on diversion achievements.
- Provide information on what new products are made from recyclables.
- Promote room by room recovery.
- Engender a source of pride by noting the small amount of garbage that is left after effective recycling (and in some locales, green bin composting).
- Promote the economic and environmental benefits of recycling.

- Using images such as a child's playground or a farmer's field to juxtapose the message that by recycling, people have saved these natural landscapes (they haven't been needed for a landfill).

### **Favoured Information Vehicles**

Focus group participants suggested the use of the following vehicles to reach them: television, newspapers including community press, apartment elevators, posters in apartment buildings (laundry and chute rooms) and public places, fridge magnets, updated labels on bins and direct mail.

### **Successful Recycling in Apartment Buildings**

The participants who live in multi-family buildings and who perceive that their programs are successful note the following support mechanisms:

- notice stapled to the back of a cupboard, closet or front door
- recycling box or bag
- signs in the chute and laundry rooms and in the elevator
- sufficient number of well labelled bins
- bins conveniently located to elevators/stairs and with a security in place
- bin location well lighted, clean and tidy
- building meetings
- articles included in building's newsletter

## **Quantitative Research that has an Impact on Plan Development: Benchmark Telephone Survey 2005**

The quantitative research took the form of a telephone survey of 800 GTA residents using a questionnaire structured to permit subsequent “tracking” surveys to be carried out. The questionnaire was developed using key factors revealed in the qualitative research. This survey was conducted in November 2005 and is scientifically accurate +/-2%. Participants were randomly selected according to the population breakdowns of each of the partner municipalities, and a further breakdown occurred to represent the proportion of households served by curbside vs. apartment bins.<sup>4</sup> Note: every municipal subset is large enough to allow individual analysis.

The results of the quantitative research may be rich in terms of findings for a variety of related subjects for each individual municipality. However, for this strategic communication plan, only statistical data relevant to development of the C&E recommendations and tactics have been referenced here. A full report of the quantitative research (telephone survey) has been provided by the research supplier, Informa Market Research, “Stewardship Ontario Effectiveness and Efficiency Fund Project 105: ENHANCED BLUE BOX RECOVERY: *Benchmark Survey*. McConnell Weaver recommends it be read as a background to this communication strategy.

McConnell Weaver has analyzed the information in the report according to the region, type of recycling program, participation rate, frequency of set out, awareness of recycling messages and other behavioural and demographic factors.

Of interest are the following overarching findings from the benchmark survey.

### **Who were the respondents?**

It should be clear that in this survey, interviewers spoke with heads of households who could communicate in English. While the sample of respondents reflects the percentage of population distribution in each of the four municipal jurisdictions and the percentage of households living in single family vs. multi-family in each area, it could not accurately reflect the ethnic variations (who could not communicate in English) that are present.

- In the GTA, about 70% have acquired a post secondary school education.
- The adults in about one in five households (20%) are retired.
- Less than one in 10 households (6%) have a “stay-at-home” mom.
- Nearly half (45%) of the respondents are professionals/managers; 16% are sales clerks/trades.
- Nearly six in 10 (57%) households have no children under 18 at home (there is a higher incidence of children at home outside of Toronto).
- 64% own their homes (typically generating greater “pride of place”).

### **Is Landfill a Major Issue of Concern?**

In spite of the dialogue surrounding the GTA’s garbage crisis that appears regularly in the news, less than 1 in 5 respondents in Toronto (18%) named landfill or garbage as a major issue facing local politicians. The number of people who were concerned about landfill issues diminishes in the York (16%), Peel (13%) and Durham (8%).

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<sup>4</sup> Proportionate breakdown provided by Stewardship Ontario.

### **Shipping Garbage to Michigan**

Almost everyone in the GTA (90% of respondents) knows their municipality is shipping garbage to Michigan for disposal but hardly anyone likes it (only 20% of those who know about it, support it). Most respondents believe their garbage should be managed at home but few have a real sense of what that means or would support “local” landfill solutions.

### **Is Recycling “Top of Mind?”**

Less than one in five (16%) spontaneously mention recycling or landfill issues as a major concern.

### **Participation in Recycling**

Almost everyone recognizes that recycling is expected behaviour—95% claim they recycle, but this, of course, is the best to the worst performers. Who is not recycling? Those who fess up number 7% in York, 5% in Toronto, 3% in Peel and 2% in Durham. The overall average throughout the GTA is 5%.

### **Breakdown of Curbside vs. Apartment Bin Households**

In Toronto, 47% of the households reside in multi-family buildings and therefore recycle using apartment systems. The slight majority are single family households that are recycling by setting out boxes at the curb. In the other three partner municipalities, a total of 70% put out boxes curbside.

### **How Many Boxes Do Single Family Householders Have?**

The majority of single family homes have at least two boxes, with many having three and some having more than that. Respondents report setting out on average 2.22 boxes on collection day.

Not surprisingly, respondents who have lived in the GTA for five years or more on average set out more boxes than those who have arrived in the GTA more recently.

The number who report possessing only one box:

- Toronto 18%
- Durham 21%
- Peel 25%
- York 35%
- Average 23% (nearly one in four households)

### **Frequency of Set Out/Taking Materials to the Bins**

Examination of the frequency of set out reveals an interesting difference. Ninety-two per cent (92%) of the curbside households in Peel, which offers weekly collection service, say they set out boxes on every collection day.

Far fewer curbside households report they set out their boxes on every collection day in Toronto, Durham and York, which all collect semi-weekly:

- York 65%
- Durham 45%
- Toronto 51%

About 60% of the households in multi-family buildings report they visit the recycling bins in their apartment buildings several times a week. Four households in 10 (39%) say they store recyclables for at least a week before taking them to the recycling bins.

### **Recycling/Information/Feedback Cited as Most Important Aid**

Both single family and multi-family households cited the importance of regularly giving them information concerning what can and cannot be recycled and providing feedback to keep them up to speed on program results. Generally speaking, people living in multi-family buildings experienced a lack of even basic “how-to” information: one-third recalled seeing some information however of those, only half kept it. These people said the lack of basic information is a barrier to better recycling performance.

### **Target Audience**

Despite more than two decades of Blue Box recycling in Ontario and a generation of children who have grown up with recycling, it still falls to women to be the primary drivers of recycling in many households. This survey shows that while many women have help with the recycling chores (e.g. men may deliver the recyclables to the curb or apartment recycling bins), it is the women who generally make decisions about recycling in the home.

### **The Popular Materials**

Typically, when people are asked what they recycle, they recall the more common materials, what Informa describes as “first generation” newspapers, cans, bottles and jars, and plastic soft drink bottles. Recall of the other materials drops off dramatically, especially among apartments dwellers who often are relying on bin labels and observing what is in the bin to surmise what they can recycle.

### **Barriers to Better Recycling Performance**

Those who live in multi-family buildings face greater barriers to good recycling performance than do single family households. Among the challenges are:

- lack of instructions
- storage capacity in the apartment
- recycling activity is pretty much restricted to what is available in the kitchen
- distance to bins/appeal of near-by garbage chute room
- location of the bins (indoors vs. outdoors, lack of lighting or sense of security)
- messy/overflowing bins
- bins filled with garbage

People who live in single family homes with access to curbside collection largely point to three major barriers to better recycling performance:

- capacity limitation in the number of boxes they have
- bi-weekly collection
- recycling activity is pretty much restricted to what is available in the kitchen

### **What do People Like About Recycling?**

Curbside householders cite saving landfill/diverting resources and the environmental benefits as the main things they like about recycling. They also saw these factors as the main purpose of recycling.

People living in multi-family buildings are happy that recycling is available to them; a small number link it to a reduction in the amount of litter in their neighbourhoods. When asked about the purpose of recycling, this group was more inclined to point out the re-use benefits.

### **What do People Dislike About Recycling?**

Both curbsiders and apartment bin users named the same issues as barriers. Curbsiders said insufficient capacity (44% reported they would recycle more if they had another box) and the

frequency of collection. Apartment bin users noted location of the bins, either overflowing with recyclables or filled with garbage and lack of storage in their apartments as the chief barriers.

### **Rating Recycling**

Respondents gave recycling a moderately high rating overall for the convenience of their recycling program (7.86 out of 10). Not surprisingly, users of the curbside system rated their program more highly than users of apartment bins. The overall evaluation (GTA average) of municipal recycling was 7.15 but the program's effectiveness in reducing the amount of material that goes to landfill slipped to 6.83. The lowest average rating went to feedback about accomplishments, which received a rating of just 5.09.

### **What do People Think would Increase Recycling?**

Most people support measures which do not enforce recycling such as more information, making recycling mandatory (for many it already is). The majority (66% of those living in apartments) support a levy for apartment owners for failure to operate efficient recycling programs. Sixty-seven percent (67%) support garbage bag limits. But 73% reject user pay and 55% reject spot bag inspections.

### **Information Respondents Want**

Essentially, people living in the GTA say they want to know:

- 1) what can and cannot be recycled (this is more prevalent among apartment dwellers)
- 2) how well they are doing against diversion targets
- 3) what new products are made from recycled materials

It is common for people to say that if they are provided with this information on a regular basis, they'll make more of an effort to recycle more. They also want to be thanked for their efforts.

### **Communication Vehicles**

It would seem that among the most effective communication vehicles, at least for single family households, is the annual, traditional monthly calendar that many municipalities have adopted. Among curbside users, seven in 10 recalled receiving the calendar and of those, nearly 90% kept them. Of the people living in apartment buildings, one-third recalled receiving information and of those, one-half kept it.

As a matter of interest, people who live in multi-family residences report their preferred container for soft drinks is plastic bottles with aluminum cans and glass bottles preferred much less<sup>5</sup>.

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<sup>5</sup> People in multi-family buildings: type of drink container purchased most often: plastic bottles: 66%; cans: 21%; glass bottles: 10%. Reference: Stewardship Ontario Effectiveness and Efficiency Fund Project 105: ENHANCING BLUE BOX RECOVERY: Benchmark Survey.

## **Technical Monitoring Results Relevant to Communications**

### **Segmentation Analysis of Available Recyclables in the GTA+Hamilton+Niagara, 2005**

The segmentation analysis undertaken by MGM Management suggests that the most likely best source of un-recovered recyclables is primarily from multi-family households and secondarily from single family households. The report discourages attempting to recover more tonnage from public space (e.g. the garbage stream in OMG bins) or schools, largely because it would not be economically or practically feasible due to high contamination and collection costs.

Estimates are that a total of 229,000 tonnes of recyclables are available from single family (114,000 tonnes) and multi-family (115,000 tonnes) households.

While this would appear to be an equal opportunity to recover recyclables from both sectors, the relative recycling recovery rates in each sector have an impact on potential increases. It is widely recognized that achieving 100% recovery is impossible. Based on a series of waste composition audits, it is known that single family households in the target area currently recycle about 70% of the available recyclables; therefore, the potential for increase to an unknown but perceived performance “ceiling” is lower. Multi-family households, on the other hand, recycle about 40% of their recyclables. Putting aside any other barriers which can and do inhibit recycling performance, it would appear from the analysis that the best opportunity for recycling growth is in multi-family household sector. (Please note that the issue of **propensity to recycle**—those who already recycle are more likely to be persuaded to recycle more than those who do not recycle or recycle very little—is discussed later in this plan.)

The growth potential suggests that available tonnage can be found in the following materials.

#### **Specific Material Tonnes Available in the Target Area**

	Tonnes Available: Single Family	Tonnes Available: Multi-Family
Printed Paper	32,000	40,000
Paper Packaging	25,000	41,000
Plastics	43,000	22,000
Metals	7,000	5,000
Glass	7,000	7,000
Total	114,000	115,000

## **Issues Discussion & Management**

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## Issues Discussion & Management

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This section examines the issues identified in the technical and public opinion/behaviour research which have an impact on the development of the communication tactics recommended in this strategy.

The issues here are divided broadly into three key sectors: general issues encompassing all recyclers, single family householders who typically recycle by taking materials to the curb or to depots located in a central location and multi-family (MF) householders who typically take recyclables to a depot area located on the complex property.

### General Issues

#### 1. Identifying Women as the Primary Target

The research shows that women have a stronger propensity to recycle. Though unhappy with the situation, they admit they are the ones in the home most likely to be responsible for recycling decisions and in-home gathering activities. They are more satisfied with the system and overall believe in recycling more than men do. Women tend to cite the benefits of recycling (environment, reduced waste) as the primary reasons for recycling. Men question the economics.

**Strategic Impact:** Develop a campaign that primarily targets women. A reasonable age range would be 25 to 55 or 60 years of age.

#### 2. Capturing Attention

Not surprisingly, recycling is not top of mind for the majority of GTA residents. Other issues compete for attention and recycling, generally, moves along relatively smoothly: out of sight, out of mind. Recycling surfaces only when something related pops up: e.g. recycling set out day; too many recyclables and too few boxes or too little storage capacity, etc. While municipalities provide recycling instructional information, little is done in a coordinated and strategic manner to promote better recycling behaviour. In the past two years, the Canadian Newspaper Association (CNA)/Ontario Community Newspaper Association (OCNA) “in-kind” ad space program has addressed this gap somewhat but without any effort to target the primary person in the household responsible for recycling.

**Strategic Impact:** Motivating and reinforcing appropriate recycling behaviour requires exposure to a continuous, effective message that reaches the target audience.

#### 3. Is Landfill a Major Issue?

In spite of the dialogue surrounding the GTA’s garbage crisis that appears regularly in the news, less than 1 in 5 respondents in Toronto (18%) named landfill or garbage as a major issue facing local politicians. Those concerned about landfill issues diminishes in the York (16%), Peel (13%) and Durham (8%).

**Strategic Impact:** This suggests that the status of the GTA’s garbage crisis is not a motivational message. (This could change dramatically, of course, should an announcement be made that the border is closing.)

#### 4. People Know What They Are Doing When They Throw Recyclables in the Garbage

Eight in 10 respondents know that the recyclables they put in their garbage bags end up in landfill. The remainder either don’t know or are confused about what might happen when their garbage leaves their curb or apartment complex.

**Strategic Impact:** There is no gain to be made in explaining that recyclables placed in the garbage go to landfill.

### **5. Using an Effective Medium to Reach the Target Audience**

Busy lives inhibit opportunities to reach people with recycling messages. In focus groups, women say the best medium to reach them is television. Not only is this target audience watching television and therefore would be exposed to the recycling message, but their theory is that “if it is important, it is on television.”

**Strategic Impact:** Television will be the core media used to reach the target audience. A series of support materials, e.g. print advertising through the CNA/OCNA in-kind advertising stewardship program are recommended to reinforce the messages women see on television.

### **6. Providing Information and Feedback**

Many people are recycling in a vacuum of information about diversion goals and accomplishments. Yet these are considered to be important motivational and reinforcing factors.

**Strategic Impact:** The messaging should provide information about diversion goals, expectations and plans, and results. While it might not be feasible to include this type of information in the television commercials, it should be included in collateral materials, e.g. print ads. Understanding the success rate of recycling programs can help build a greater sense of pride in the program, leading to higher rating for municipal programs<sup>6</sup>.

### **7. What Happens to Recyclable Materials**

People are fascinated to learn that recyclable packaging and printed papers are turned into new products. While it is ethereal, they claim that knowing that recycling is successful in this manner provides extra impetus to become better recyclers.

**Strategic Impact:** The messaging should provide information about the new products made from recycled materials.

### **8. Adopting Better Recycling Behaviour**

Social marketing psychologists say that people will be more inclined to adopt a behaviour if they know that others are engaged in it.<sup>7</sup>

**Strategic Impact:** The campaign messages should be positive in tone and inclusive, using the first person, e.g. “we.”

### **9. Recycling Beyond the Kitchen**

Thinking outside the kitchen when it comes to recyclables is not yet routine behaviour for most households. The recyclables that are captured are most likely those that are found in the kitchen and most probably represent the core materials plus some extras. Many admit they have trouble keeping up with the program and 73% are surprised by the number of materials that are recyclable.

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<sup>6</sup> On average across the GTA, recyclers give their program an overall rating of 6.83 (out of 10) for its effectiveness in reducing the amount of material that goes to landfill.

<sup>7</sup> Changing Behaviour When There is No Crisis, Wesley Schultz, California State University.

**Strategic Impact:** The campaign messages should address the fact that recyclables are found throughout the house and possibly illustrate setting up procedures (e.g. extra recycling bins in other rooms) to capture them.

### **10. Printed Paper Greatest Potential**

Concerning new tonnage, the technical studies show the greatest potential increase in recycled tonnage in both single and multi-family households is printed paper. However, qualitative research reveals that householders are afraid that the potential for identity theft is greater if they throw printed paper in recycling bins compared to garbage.

**Strategic Impact:** Since this material has a great potential for increased tonnage and it is relatively easy to recycle, messages to overcome the barrier should be considered and if possible tested.

### **11. Promoting Specific Material Recovery**

Each partner municipality's list of accepted materials varies slightly when it comes to some materials that are later additions to the system.

**Strategic Impact:** Messages about materials must be limited to those that are universally accepted.

### **12. Broad Exposure to the Commercials**

Similarly to the point made in # 11, the recycling commercials that will be placed on GTA media will be seen broadly throughout Ontario because of the way cable and satellite television is picked up.

**Strategic Impact:** Again, messages promoting recyclable materials in the GTA should be sensitive to this circumstance.

### **13. Year One-focus on Messages in English to Mainstream**

A great deal of effort is being put into producing television commercials as the foundation of a media campaign. At this initial stage, it would be difficult to include a component that examined opportunities for ethnic languages to be used.

**Strategic Impact:** In year one, the electronic campaign should be produced in English only until studies can determine if benefits can be derived from translating one or more of them into any ethnic languages which subsequently would be placed in appropriate media.

## **Single-Family Recyclers**

### **1. Capacity Limits Recycling**

It is already believed that lack of capacity limits recycling. A surprisingly high number of GTA residents have only one box<sup>8</sup>. Research shows the following number of residents in each partner municipality report possessing only one box:

- Toronto 18%
- Durham 21%
- Peel 25%
- York 35%
- Average 23%

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<sup>8</sup> Revealed in the quantitative research, November 2005

**Strategic Impact:** On average, one in four households in the GTA have only one recycling box suggesting that once that box has reached capacity, the remaining recyclables go into the garbage. This has an impact on the “call to action” in the advertising since if people respond by recycling more but have no additional capacity, the behaviour will not be sustained.

## **2. Frequency of Set-out vs. Capacity**

The quantitative research suggests that in the GTA municipalities, the residents who set out their recycling boxes weekly are more apt to set out materials in any collection period. The research shows that 91% of the curbside households in Peel, which offers weekly collection service, say they set out boxes weekly. Far fewer curbside households report they set out their boxes at every collection period in municipalities with semi-weekly collection: in York 65% report they set out their boxes every collection period; Toronto—51% and Durham—45%. Because these municipalities are similar, it is unlikely the sole reason for this difference in set-out frequency could be attributed to the success of educating householders to put boxes at the curb only when full. More likely people are forgetting what week is recycling week.

The demographics in Toronto—fewer households with children under 18—could suggest the reason why 47% set out their boxes less frequently is because the boxes are less full. However, if that were the case, presumably we would likely see set out results in the Regions of York and Durham (with semi-weekly collection) similar to Peel’s (with weekly collection), but that is not the case.

**Strategic Impact:** Capacity issues may be less of an issue with frequency of set-out and therefore could be a factor in increasing recycling recovery. An increase in collection service also might send a message to residents that recycling is as important as garbage and cut down on the confusion around whether it is a “recycling week.”

## **3. Treating Boxes with Respect**

It is important to acknowledge the pressure on collectors to move around their routes efficiently. At the same time, it is important for these ambassadors of recycling to be aware of the impact their actions have on householders. People observe how their recycling boxes are treated and when they are thrown, apparently carelessly, it annoys recyclers.

**Strategic Impact:** Collectors can make or break the willingness to put extra effort into recycling. As pointed out above, while it does not have a direct relationship to the development of the creative, establishing a positive environment in which to launch a recycling message is important.

## **4. Explaining Commingling**

The practice of commingling recyclables at the curb is not understood by recyclers and many people who are at home at the time their recycling boxes are collected are confused when they see the collectors mix the materials they have so carefully kept separated. Confusion breeds scepticism about the success of the program.

**Strategic Impact:** Where appropriate, collateral information materials should explain commingling and why municipal recycling programs benefit from this system of collection.

## **Multi-Family Issues**

### **1. Biggest Potential for Increased Tonnage**

The technical research shows that the biggest potential for increased tonnage is in the multi-family sector. However, the reality is that recycling in multi-family buildings, because residents face greater barriers related to access, convenience, peer pressure, etc., will be more difficult to encourage. Single family households are equally important targets even though they are recycling closer to the ceiling (70% vs. 40%).

**Strategic Impact:** The C&E messages must not overlook single family recycling opportunities in the effort to go after under-recovered tonnes.

### **2. Multi-family Folks Need Recycling Information**

The qualitative and quantitative research emphatically demonstrates that few multi-family residents remember getting or currently have instructional information on recycling. Most people say they have never seen this type of information. Yet documentation from the municipal communications practitioners shows valiant efforts on their part to reach people living in apartments and condominiums.

**Strategic Impact:** A new strategy is required to reach residents of multi-family buildings.

### **3. Reward Recycling Behaviour**

In the focus groups, people talked about the disincentive to recycling. Some people said that when they tried to recycle, they found their attempts stymied by the lack of appropriate tools and the inappropriate recycling behaviour that others in their building were perpetrating. These included too few bins (always full) and lack of capacity (because the recycling bins had been stuffed with garbage bags).

**Strategic Impact:** When people respond to the stimulus to recycle, their new behaviour should be rewarded through clear signals that what they are doing is effective and is making a difference at the local level. To some extent this is achieved through the type of information feedback described above, but it is also important to reward recyclers by offering a clean, efficient recycling depot that is emptied often and kept clear of debris.

### **4. Recycling is Important**

Generally speaking, in the majority of buildings, it would appear that recycling is de-emphasized. Lack of management support, information, prompts, efficient and convenient bin locations, clean and tidy depot areas and a sufficient number of bins all send a clear message to most multi-family residents that recycling is not important and any effort to recycle is not appreciated nor is it effective. The subliminal message is that recycling doesn't matter.

**Strategic Impact:** The attitude toward recycling and how it is offered in buildings has to change if residents are to get a sense that their efforts are paying off. This means sending a clear message to residents that not only are they encouraged to recycle but they are expected to do so. As with curbside collectors, building superintendents and managers can make or break the recycling program.

### **5. Ethnic/Cultural Barriers**

The City of Toronto already translates recycling materials into many ethnic languages. Likewise, Peel translates material into the main ethnic languages found in that municipality. Certainly efforts are being made to reach ethnic populations and to some extent, it is working. Research conducted in GTA municipalities for other purposes shows that in many cases, ethnic

populations are keen to recycle. How much of the GTA's ethnic population resides in multi-family buildings is unclear at this point.

**Strategic Impact:** Reaching ethnically diverse populations living in multi-family buildings will be even more difficult than reaching those whose main language of communication is English. An in-depth analysis of this target audience and how to reach it more appropriately must be left for subsequent years. The exception will be to examine the option of placing the television commercials on CHIN TV (for ethnic audiences) and Fairchild TV (for Chinese audiences).

## **Strategic C&E Action Plan – 2006**

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## **Recommended Strategy Year One (2006)**

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### **Approach**

As stated earlier in this strategic plan, the foundation of this campaign will be consistent, effective electronic media advertising supported by print advertising (recommended use of “in-kind” space allocated to municipalities). Concept messages will be developed and tested through qualitative research to ensure they are effective. Depending on the recommendation of the media buying service, the campaign may be enhanced by using radio strategically; however, that remains to be determined. The campaign will be developed using standard and accepted methods and it will be measured according to standard evaluation tools.

### **Goal**

To develop and launch a strategic C&E campaign that targets the key audience to promote increased recycling activity in the targeted municipalities.

### **Objectives**

- Develop and implement a strategic plan that promotes the recovery of recyclables tonnage: measured by a 30% unaided awareness level in the Year One “Tracking” Quantitative Research.
- Complete the development of the campaign according to an agreed to production schedule: measured by the launch of the campaign by the beginning of October.
- Over the three years of the campaign increase the recovery of the specified materials: measured by the tonnage increase throughout the target area as shown in the following table.

### **Target New Tonnes**

The segmentation analysis suggests a target for new tonnes of:

- 10,000 new tonnes in the single family household sector
- 15,000 new tonnes in the multi-family household sector

Total =25,000 new tonnes

### **Overarching Tactic**

The work undertaken in 2006 (year one) on the C&E campaign can be described as providing the major underpinnings for the following two years. Year one will be largely consumed undertaking the developmental work to produce the television commercials and print ads. The campaign components are described in detail below.

### **Target Audience**

The target audience across both sectors is women who, despite varying levels of participation in recycling by spouses and children, remain the primary decision makers relating to recycling activities. Women decide what and when to purchase consumer goods, what should be recycled and how to recycle them. For the most part when it comes to recycling activities, the men and children in the household are told what to do and when to do it. For that reason, women are the primary target for messages that pertain to recycling behaviour in year one.

The media buy should be targeted almost entirely to the primary audience as described in the table below. A small percentage of the television buy can be made in programming that includes male audiences as described below.

Target Audiences	Single Family Hhlds.	Multi-Family Hhlds.	Percentage
<b>Primary</b>			
Women	aged 35 – 55 with partners work outside the home ½ with children at home ½ no children at home educated to some college strongly predisposed to recycle	aged 23-30 and 55-70 ½ with partners; ½ single ¾ work outside home ¼ retired 1/3 one adult; 1/3 two adult; 1/3 with children educated to some college moderately pre-disposed to recycle	80%
<b>Secondary</b>			
- Men	aged 35 to 55 with partners	aged 55 -70 with partners	20%

### Messages/Images

The following are messages and images that should be used to develop creative concepts for testing. The ones that are bolded are primary.

- **illustrate materials accepted in GTA recycling programs**
- **describe need to improve capture rates in multi-family recycling**
- **describe need to improve capture rates in single family recycling**
- environmental benefits of recycling
- saves resources
- collect recyclables from rooms beyond the kitchen
- feedback: accomplishments measured against diversion targets
- new products manufactured from recyclables
- recycle printed paper: overcome barriers (worries about identity theft)
- reduction of waste going to landfill/fewer truckloads of garbage to Michigan
- commingling recyclables in the truck introduces cost efficiencies

### Timing

The television campaign must be ready to air by the first of October, 2006 (if at all possible, a late September launch date would be better). The length of the first flight<sup>9</sup> will be determined at a later date, depending on budget.

A media buying service is required to prepare the media buy strategy (based on the target audience described above); to negotiate with the selected media; to place the buy and to monitor the schedule. It must be in position to initiate negotiations with the media no later than late-May/early-June. This is because the programming 'avails' will be released at that time. To ensure the best programming is secured for the strategic positioning, the media buy service must be able to make tentative agreements at that time.

<sup>9</sup> Flight refers to the length of time on air.

The creative firm or team must be in place by the end of April to ensure sufficient time to develop and test creative concepts for the television/newspaper ads. The concepts will be tested in focus groups in the Regions of Durham, York, Peel and the City of Toronto during the last two weeks of June.

A detailed schedule is provided in the workplan below.

## C&E Workplan Schedule

Activity -2005	October	November	December
Qualitative Research (focus groups)			
Quantitative Survey			

Activity 2006	Jan	Mar	April	May	June	July	Aug	Sept.	Oct Nov Dec
Qualitative Report Delivered									
Quantitative Report Delivered									
Strategic Communications Plan									
Creative Team Interviews/ Selection									
Media Buying Firm Selected									
Creative Team Debrief									
Draft /Approve Concept Scripts									
Create Animatics for testing									
Focus Group Test Animatics									
Finalize scripts & Pre-Production									
Production of spots									
Post-production of spots& other materials									
Ship spots & other materials									
Campaign first flight									
Tracking Quantitative – February 2007									

## Communication Tactics

### 1. Develop television commercials promoting recycling.

Our past experience promoting recycling issues shows that using television to reach general target audiences is very effective at building awareness and understanding. Though not full proof, television commercials (spots) are used successfully to reach the demographic target.

It is expected that two or three TV spots will be produced in year one (fall, 2006) for use throughout the potentially three years of the campaign. It is expected that two or three spots are required in order to address audience segments with messages that are specific to them, e.g. single family vs. multi-family. While it is anticipated the spots will be used over the next three years, depending on the results of the annual assessment, it is possible some modifications may be required.

Production of the television commercials will represent the largest percentage of the expenditure in year one.

## **2. Qualitative Research**

Focus groups were conducted in phase one (Fall 2005) to probe recycling values and behaviours. They will be used again in the development of the creative to ensure the test concepts and images effectively convey the correct messages. Testing the concepts is an imperative. A huge investment in production and air time will occur and it makes sense to ensure the money is being spent on products that work. “Animatics” (video renditions of the test commercials that approximate the final product) are created to solicit audience feedback on the overall effectiveness of the concepts.

## **3. Supportive Print Advertising**

Flowing from the creative for the TV commercial will be a synergistic print campaign. The print ads are intended for use in daily and weekly newspapers in the GTA in three ways:

1. for use in the space allocated to the municipal partners as their share of the “in-kind” advertising space made available through the Canadian Newspaper Association (CNA) and Ontario Community Newspaper Association (OCNA) stewardship program (the portion of allocated space has yet to be negotiated with the municipalities)
2. for use in the space that is unallocated to any municipality and that Waste Diversion Ontario (WDO) typically uses for generic ads (discussion with WDO has yet to take place)
3. for use in the allocated space that is unclaimed by municipalities (discussion with WDO has yet to take place)

In all likelihood, WDO also will agree to post the ads in its ad bank on the web, making them available for municipal use.

## **4. Evaluation: Quantitative Research**

One means of measuring the effectiveness of the campaign is to use “tracking” quantitative research. The results of this research are measured against the benchmark research and changes in awareness, attitudes and reported behaviour are noted.

Of course, the other means of evaluation is by the increase in tonnage.

### **Tactics: Operation Considerations**

As was stated early in this strategic plan, a C&E campaign, no matter how effective, cannot be successful if people respond to the “call to action” only to find their efforts thwarted or rejected. While it is not the mandate of this strategy to explore recycling operations, the public opinion research noted a handful of ideas for consideration.

- Addressing capacity issues.
- Placing signs on the sides of trucks explaining commingling where that collection methodology is being used.
- Initiating or reducing bag limits.
- Introducing commingling in multi-family buildings.

- Providing cleaner, brighter, safer recycling depot areas in apartment buildings that are clear of debris, have sufficient bins, are emptied as often as needed and are well labelled showing the materials that are accepted.
- Providing prominent information concerning where to acquire additional boxes.

This plan has been prepared and submitted by:  
Barbara McConnell, President  
McConnell Weaver Communication Management  
Milford Ontario  
613-471-1816

## **Appendix**

### **Municipal C&E Activities Directed to Multi-Family- For Information**

#### **City of Toronto Recycling Program (Katie Herbert)**

Waste Watch for apartments is produced twice per year, each spring and fall. It is delivered by Canada Post directly to each mailbox. This is the same method of delivery used for households. The key story is translated into five languages and included on the back page.

For more information and samples:

<http://www.toronto.ca/garbage/multi/wastewatch/index.htm>

We have produced a Recycling Handbook for owners, property managers and superintendents to assist them in developing their recycling programs. The handbook is available in print (English only) and online in [French](#), [Chinese](#), [Farsi](#), [Italian](#), [Korean](#), [Portuguese](#), [Russian](#), [Spanish](#), [Tamil](#), [Vietnamese](#).

For more information and samples:

<http://www.toronto.ca/garbage/multi/collection.htm#book>

Toronto Recycles information cards for apartments outline the items that can go in the blue box. The cards are available in English, [Chinese](#), [Farsi](#), [French](#), [Greek](#), [Italian](#), [Korean](#), [Polish](#), [Portuguese](#), [Punjabi](#), [Russian](#), [Somali](#), [Spanish](#), [Tagalog](#), [Tamil](#), [Urdu](#) and [Vietnamese](#). Created in additional languages upon request. Currently, I am developing another five versions.

For more information and samples:

<http://www.toronto.ca/garbage/multi/collection.htm#book>

Toronto Recycles information poster for apartments is a poster-size version of the information card with a white space where owners, property managers and superintendents can add the location of the bins.

Bin stickers are created in two sizes for use on carts and bins. They outline the items that can go in the bins. Currently, there is a Recycle paper here sticker and a Recycle container here sticker.

To confirm, the collection calendar is produced for single-family homes only.

#### **Region of Durham Recycling Program (Katherine Ross)**

The Region of Durham has the following promotional pieces for our multi-residential program:

-Apartment and Townhouse Handbook for Superintendents & Property Managers which includes what can be recycled, information on the recycling carts, collection information, sample promo material and detachable information card for the owners to send back to us for our database files

-Door hangers to encourage residents to recycle with a complete listing of material accepted in the program

-Flyer that includes what can be recycled and common items that cannot be recycled.

-Magnet

-Apartment Blue Boxes and Apartment Blue Bags are delivered upon request from the Superintendents

-We also include articles for our multi-residential sector in our Spring and Fall newsletters that go out Region wide

-The occasional radio ad is also ran to encourage buildings to recycle more

-We have designed now tote stickers that include pictures of the material as well as words

-We also have large outdoor signs that can be mounted with instructions of what goes where in the totes for buildings that are having extreme difficulties recycling or a large volume of contamination

Materials are in English only.

**Region of Peel Recycling Program (Annette Gelbert)**

We send our annual guide – “Your guide to Peel’s Waste Management Programs and Services” – to all single dwelling and multi-residential units across Peel. This year’s guide will be distributed by Canada Post Unaddressed Admail in May and it is the second year we have included apartments on the circulation list.

In March, all homes and apartments (approximately 350,000) received a direct mail piece delivered direct to their homes by Canada Post Unaddressed Admail. This mailer focussed on the launch of single stream recycling

In 2001, the Region produced a brochure specifically for multi-residential units to promote recycling. This brochure was translated into Hindi, Urdu and Punjabi.