Sort Toss Roll Automated Waste Collection Program
Phase one Awareness Campaign

Jurisdiction: City of Nanaimo, British Columbia.

Population: 90,540 (8,000 of the 28,500 single-family residences were included in phase one)

Cost per household for the project: $3.15 per household

Approximate budget: $89,835

Nominated by:
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INTRODUCTION

About the City of Nanaimo Public Works Department

The City of Nanaimo’s Public Works Department is responsible for keeping the City of Nanaimo clean and healthy through waste management, water distribution, road maintenance and sanitation. We collect 32 kg of organics, 11 kg of recycling and 10 kg of landfill waste on average each month from each of our 28,000 residences within the City’s limits. The public can visit the facility to pick up recycling bags and schedules, information on the Sort Toss Roll automated waste collection system, purchase extra garbage tags as well as get information on snow removal, roads, water mains, street lights, garbage, organics and recycling. The City of Nanaimo has worked hard to improve the City with the Keep Nanaimo Clean campaign, continual improvement to organics and recycling initiatives and a constant focus on improving our diversion rate.

EXECUTIVE SUMMARY

The City of Nanaimo’s Sort Toss Roll Awareness Campaign informed residents about the new automated waste collection system.

The automated service was rolled out to 8,000 homes in October 2017 in central Nanaimo, providing each residence with three wheeled carts. Our message was kept clear and consistent: We wanted 8,000 residences to know what was going to change and when, and 20,000 residences to understand that the change would be coming in 2018. Besides using traditional communication methods, we found some creative ways build a fun atmosphere around the campaign such the LEGO Display, having a permanent interactive display in our largest mall, hosting a contest to name our new trucks and having an ambassador educate residents during the roll out.

We received many compliments from the community on how we facilitated our comprehensive awareness campaign. Overall residents understood the program and were happy to participate in the new service.

RESEARCH

The main reasons for moving towards automation was SAFETY. 100% of the City’s refuse collectors had reported job related injuries. They were physically lifting over 5 tonnes of waste a day and entering/exiting the side load trucks over 750 times per day. The job was most suited towards young men for a maximum of five years. Injury claims had cost the city over $300K in the three years preceding automation. The STR program aims to increase safety and
diversity in the department. Also, using wheeled carts is safer and easier for residents that may have injuries related to carrying their waste to the curb rather than wheeling a cart.

Residents were asking staff and council for yard waste collection service. Many didn’t have the means to drive it to the correct location and wanted to dispose of it at the curb. Council asked staff to identify the feasibility of adding yard waste collection into the food waste only collection when researching automation. Staff provided council with a comprehensive business case and cost benefit analysis of implementing yard waste collection. Council opted to add the new service based on staff analysis.

Once an automated system was identified as the preferred option, research went into identifying all the “pains” residents have with the current system and how automation can resolve them. Solving these concerns for residents became key messages during the awareness campaign.

The top five benefits identified were: That the new system...
1. Is easier and cleaner for residents (easier to roll a cart than carry them)
2. Offers a tidy three-cart system (improving the “look of the neighbourhood” with no more waste blowing down the street
3. Allows residents to include yard waste in with their kitchen waste
4. Makes recycling more convenient (residents previously had bags that were not easy or practical to use)
5. Reduces workplace injuries

Researching Awareness Campaigns for Automation: We looked back to the implementation of organics collection in 2011 in the City of Nanaimo. The City gave all residents a small green cart and moved to weekly food waste only collection, and the uptake was very well received; the amount of waste was reduced by half overnight. Staff also looked at successful campaigns in other communities such as Wood Buffalo, AB, Saanich, BC, Prince George, BC and The Region of Peel, ON. Building upon these ideas, staff pulled out the campaign elements that would work for Nanaimo and sought to broaden these elements in a creative way.

Staff also visited communities that had implemented such a program in the past, including the Regional District of the Central Okanagan (RDCO), the City of Kamloops and City of Penticton. It was through the RDCO that staff learned about the Ambassador Program, and how essential it was to have educators on the ground talking to residents as their carts were being delivered. This innovative addition to the program involved using community volunteer organizations to “volunteer” in exchange for donations towards their organization.

PLANNING AND GOAL SETTING

The target audience was a) residents (owners and tenants) living within the phase one delivery area, and b) all residents living within the City of Nanaimo (as they will receive services during phase 2 in summer 2018).

Our mandate was to ensure the majority of phase one residents knew the roll out was coming and understand how to use the new system (i.e. how to place the carts and what goes in them), and, that the entire population understands why this change is happening, when it’s occurring and how it will benefit them.
Introducing automation was the biggest change to waste management since organics collection was introduced in 2011. We knew with the right campaign we could meet our goals.

CAMPAIGN SMART GOALS

GOAL 1: To keep residents informed that automation is coming and WHEN.

SPECIFIC: Develop an awareness campaign that is branded as SORT TOSS ROLL (new logo and graphics) that resonates with the target audience and provides a simple, clear and clean look on all traditional and digital platforms. Clearly outline the phase one area and delivery timelines for phase one (October, 2017) and two (summer, 2018).

MEASURABLE: Report on views of social media posts and video views on You Tube and Facebook. Report on number of calls/emails received regarding when the system is coming.

ATTAINABLE: Coordinate communication channels in a strategic implementation strategy to ensure residents are receiving consistent messaging from multiple sources at all times leading up to and during the roll out.

RELEVANT: Shift messaging from general to specific as we near the roll out. Combine messaging with other relevant events or opportunities, and identify ways to present the message from various relevant and creative angles to keep the message fresh.

TIMEBOUND: Goal one will take place from April to October 2017 (7 months).

GOAL 2: To help residents understand WHY the city is implementing a new automated system.

SPECIFIC: Utilize campaign branding to design custom messaging, print material, press releases, video, radio spots and display material that clearly and simply explains the top five benefits of the new system. The wording must resonate with target audience so that they strongly understand where the City is coming from and why their taxes will increase to cover the cost of the program. Specific message: The new system will be better, easier and safer and provide residents with a higher quality service.
MEASURABLE: Report on views of social media posts and video views on You Tube and Facebook. Report on number of calls/emails received regarding why the system is being implemented.

ATTAINABLE: Coordinate communication channels in a strategic implementation strategy to ensure residents are receiving consistent messaging from multiple sources at all times leading up to and during the roll out.

RELEVANT: Introduce all benefits in press releases and the City’s website, followed by introductory videos shared through social media to show residents WHY this system is better. Combine messaging with other relevant events or opportunities, and identify ways to present the message from creative angles to keep the message fresh.

TIMEBOUND: Goal two will take place from April to October 2017 (7 months).

GOAL 3: To provide multiple opportunities for residents to understand HOW to use the new system.

SPECIFIC: Create and promote ‘how to’ messaging, FAQ and Fact sheets, guide books, graphics, web content, videos and public displays so residents can learn how to use the new system.

MEASURABLE: Report on views of social media posts and video views on You Tube and Facebook. Report on number of calls/emails received regarding how to use the new system. Complete a satisfaction survey.

ATTAINABLE: Coordinate communication channels in a strategic implementation strategy to ensure residents are receiving consistent messaging from multiple sources at all times leading up to and during the roll out. Provide direct messaging to residents in phase one about how to use the new system through customized letters, door hangers and program guides and in person conversations at events.

RELEVANT: Detailed program information will be in the program guides, delivered with the carts, to keep all public ‘how to’ information simple and clear so residents can easily remember key items like which way to set out their carts, where to place them, how far apart they should be and what goes in each cart.

TIMEBOUND: Goal three will take place from May to October 2017 (6 months).

Since the new program increased user rates it was extremely important to educate residents as to why the decision to move towards automation was made.

All possible ways to communicate to residents were brainstormed, and then staff designed a campaign implementation schedule in early 2017 that would utilize as many communication channels as possible in order to target the different demographic groups within our City. Staff also aimed to use as many in-house resources as possible to reduce external costs(videographer, graphic designers, printing, press releases, social media and web updates).
IMPLEMENTATION TIMELINE

The following implementation schedule was created to guide the awareness campaign. In addition, there were several new opportunities (see the next section) added once the campaign was being implemented.

PROJECTED BUDGET

The awareness campaign budget was budgeted at $75,000.

The capital costs of the project (including all wheeled carts and two trucks) were covered by a mix of City reserves and short-term borrowing from the Municipal Finance Authority.
IMPLEMENTATION

SORT TOSS ROLL

The well-rounded awareness campaign reached residents in all media forms before, during and after the roll out. This campaign also included personally reaching out to residents with special collections issues and leaving an informative door hanger at each home in the phase one area. Staff kept to the implementation schedule (noted above), and used the following list of tools to assist in rolling out the campaign in a timely and effective manner to meet the project goals.

The following lists outline the tools used during the awareness campaign. Many can be found online at https://www.nanaimo.ca/city-services/garbage-recycling/sort-toss-roll---automated-curbside-pickup

Strategy Stream One – Awareness Building City Wide

Goal 1 and 2 are addressed in this strategy stream, aimed at raising awareness that the program is coming and WHEN, and WHY the City is implementing the new system (i.e. how it will benefit residents).

This strategy stream began with program branding and photography, then moved towards building the awareness campaign through print ads (Sort Toss Roll & Collect: The Facts), branding web and email signatures, designing Facebook ads, developing signage for LED boards in all civic facilities, truck signage, recreation guide articles, utility newsletters, web pages, social media, promotional items, videos, community TV, radio and a customer support line (Sort Toss Roll Hotline). Image below left: display panel with simple message. Image below right: truck signage.
Strategy Stream Two – Participation Building

Goal 3 is addressed in this strategy stream, to help residents understand HOW to use the new system.

The community engagement piece included coordinating all display locations, designing and promoting the event schedule, designing and ordering additional display items, staff orientation and training, and Nanaimo Recycles App updates.

General tools to build participation included the FAQ and fact sheets, print ads that discussed the program launch and more specific matters (for example, details for homeowners with suites that would receive one upsized cart set to share), updated Facebook ads, LCD signage, outdoor signage, radio, community TV messaging, social media posts, press releases and web updates.

Specific tools for the phase one roll out included the door hanger, 12,500 copies of the Sort Toss Roll 16-page guide, customized letters to homes with suites and special collection needs and in-mould cart decals.

After the roll out, the campaign shifted to promote cart re-sizing options and the free cart swap out month of February. In November/December, a free resizing reminder print ad was in local newspapers, along with social media posts, resizing reminder stickers (to place on overflowing carts), website updates and press releases.

Image left: Door hanger that was left on the door of all 8,000 phase one homes

Breakdown of tools used during the campaign

PRINT TOOLS

In advance of the roll out, FAQ and fact sheets were printed. When nearing the start of the roll out, residents received their new schedules, and an informative door hanger to let them know their new carts would be delivered soon. The following printed tools were used:

- FAQ
- Fact sheet
- Door hanger
- Print Ads—The facts, STR coming soon, displays
- Sort Toss Roll Guides (delivered with the carts)
- Oops postcards (to identify contamination)
- Customized letters (see below)
Customized Letters

Depending upon circumstance, some residents received one of several customized letters relating to when they could expect their carts to be delivered, when their new collection would began, what their new collection schedule would be and how the program would work. Homes with legal suites and non-strata fourplexes were also sent information explaining how they would receive a larger set of carts to accommodate two homes. Customized letters were also sent to residents participating in assistance programs such as the ‘carry out service’ and ‘medical program’. These situations were assessed on a case by case basis, and the delivery crew was asked to pull carts up driveways to the homes of residents that identified they were on such programs.

ONLINE/DIGITAL TOOLS

The creation of the Sort Toss Roll hotline helped streamline calls and emails specific to the new program and provided residents with a qualified staff member to respond to their enquiries. Having the hotline also helped staff measure the types of questions being asked, which assisted with adjusting the communications strategy. Below are additional online and digital tools used in the campaign:

- Custom Sort Toss Roll Logo-branding
- Sort Toss Roll hotline and email address
- City website
- City newsletter
- Social Media – Twitter, Facebook (links, custom graphics)
- Press Releases
- PPT presentations
- Graphic design for Naming the Trucks

Image above left: City webpage. Image above one of the many Facebook posts, October 13, 2017)
VIDEO PRODUCTION

The video production provided easy instructions on how to use the carts, introduced the program and answered program questions. We created 12 videos between May and October. Collectively, there were over 16,000 views on Facebook and You Tube.

*Image right: A sample of Sort Toss Roll videos*

The chart below shows the specifics and a link to the video on You Tube or Facebook.

<table>
<thead>
<tr>
<th>Videos</th>
<th>Length</th>
<th>Date published</th>
<th>You Tube Views</th>
<th>Facebook Views</th>
<th>Web Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NEW Nanaimo Recycles App</td>
<td>2:14</td>
<td>04-May</td>
<td>652</td>
<td></td>
<td><a href="https://www.youtube.com/watch?v=eHhWmXtlk8">https://www.youtube.com/watch?v=eHhWmXtlk8</a></td>
</tr>
<tr>
<td>Lego Display - Sort Toss Roll in Brick</td>
<td>4:31</td>
<td>16-Aug</td>
<td>364</td>
<td>2200</td>
<td><a href="https://www.youtube.com/watch?v=ZAAkKCb_-Ys4">https://www.youtube.com/watch?v=ZAAkKCb_-Ys4</a></td>
</tr>
<tr>
<td>Sort Toss Roll Program Introduction</td>
<td>2:08</td>
<td>02-Oct</td>
<td>197</td>
<td>3200</td>
<td><a href="https://www.youtube.com/watch?v=oAI0kkmAvIU">https://www.youtube.com/watch?v=oAI0kkmAvIU</a></td>
</tr>
<tr>
<td>Meet the new automated trucks</td>
<td>3:23</td>
<td>05-Oct</td>
<td>269</td>
<td>2200</td>
<td><a href="https://www.youtube.com/watch?v=moO3pZiQ">https://www.youtube.com/watch?v=moO3pZiQ</a></td>
</tr>
<tr>
<td>Sort Toss Roll Instructional Video Teaser</td>
<td>0:45</td>
<td>16-Oct</td>
<td>1400</td>
<td></td>
<td><a href="https://www.facebook.com/cityofnanaimo/videos/10155622206046203/">https://www.facebook.com/cityofnanaimo/videos/10155622206046203/</a></td>
</tr>
<tr>
<td>Sort Toss Roll A Closer Look (Pt. 1)</td>
<td>1:59</td>
<td>17-Oct</td>
<td>123</td>
<td></td>
<td><a href="https://www.youtube.com/watch?v=2rE8z6pzYs">https://www.youtube.com/watch?v=2rE8z6pzYs</a></td>
</tr>
<tr>
<td>Sort Toss Roll - Cart Upsizes</td>
<td>0:12</td>
<td>17-Oct</td>
<td>39</td>
<td>1400</td>
<td><a href="https://www.youtube.com/watch?v=UVHdp3LaNg">https://www.youtube.com/watch?v=UVHdp3LaNg</a></td>
</tr>
<tr>
<td>Nanaimo Recycles - Trunk Sale</td>
<td>2:46</td>
<td>12-Sep</td>
<td>205</td>
<td></td>
<td><a href="https://www.youtube.com/watch?v=K6ivsbr-EQo">https://www.youtube.com/watch?v=K6ivsbr-EQo</a></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>2,777</td>
<td>13,573</td>
<td></td>
</tr>
</tbody>
</table>

Additional local publicity – featured on Shaw TV - Automated Curb side Pickup in Nanaimo (Where you live) – May 4 (3:31) 284 views https://www.youtube.com/watch?v=yQ0igGxLQYc.

RADIO

All radio messaging and videos were geared towards how to use the new system with tips and examples on how to set out their carts and reduce contamination. The following graphic shows the radio spot schedule. A total of 14 different spots were created and played 552 times over the 7-month time frame.
RADIO SPOTS

<table>
<thead>
<tr>
<th>Canada Day – mobile booth presence</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automation is coming</td>
<td></td>
</tr>
<tr>
<td>Bathtub Day – mobile booth presence</td>
<td>July</td>
</tr>
<tr>
<td>Download the app</td>
<td></td>
</tr>
<tr>
<td>Automation is coming</td>
<td>August</td>
</tr>
<tr>
<td>Contamination</td>
<td></td>
</tr>
<tr>
<td>Automation is coming</td>
<td>September</td>
</tr>
<tr>
<td>Tail gate sale</td>
<td></td>
</tr>
<tr>
<td>Name the truck</td>
<td>October</td>
</tr>
<tr>
<td>Download the App</td>
<td></td>
</tr>
<tr>
<td>Cart delivery</td>
<td>November</td>
</tr>
<tr>
<td>Automation is about to begin</td>
<td></td>
</tr>
<tr>
<td>Automation is here</td>
<td>December</td>
</tr>
<tr>
<td>Trial Period/Christmas Messaging</td>
<td></td>
</tr>
</tbody>
</table>

COMMUNITY OUTREACH

Having in-person conversations at public locations allowed residents to get a better idea of how the program will affect them personally. Staff were available to answer questions at public locations around the City (see schedule). Staff set up a public display so residents could test the carts at Bowen Park Complex, Beban Social Centre, the Service and Resource Center, Oliver Woods Community Centre, Vancouver Island Exhibition and the Trunk Sale. An interactive information display was set up at Woodgrove Centre for residents to visit and learn about the program from July 4 to October 31, 2017. This display included a TV playing a STR Introductory video.

(Right: information display schedule (also printed in the newspaper in May 2017)

The conversations at these events were not measured, however staff noted that the majority of residents that visited one of these exhibits left with a better understanding of the new system. Awareness through public events played a very important role in the success of the phase one roll out.
Creative Tools for community outreach included:

- Display panels (design and create)
- Feather banners (design and create)
- Print + design through Woodgrove Centre
- Display signs for carts
- T-shirts

Image right: Staff with display booth at VIEEx

ACTUAL BUDGET

The total budget for the awareness campaign was $75,000. However, once the campaign was rolling, additional opportunities were taken advantage of and this increased the cost by $14,835.62. This included all items identified in the chart below.

<table>
<thead>
<tr>
<th>Implementation Elements</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages (events, during roll out and cart swap)</td>
<td>$5,000</td>
</tr>
<tr>
<td>Contracted services – Woodgrove display, door hanger delivery, custom letter print/delivery, ambassador program</td>
<td>$36,133.79</td>
</tr>
<tr>
<td>Other services/printing including newspaper advertising, radio, brochure printing, fact sheet printing, Guide printing etc.</td>
<td>$41,745.38</td>
</tr>
<tr>
<td>COOP student phone</td>
<td>$388.41</td>
</tr>
<tr>
<td>Expenses (branded t-shirts, volunteer/staff food)</td>
<td>$646.69</td>
</tr>
<tr>
<td>Materials and supplies</td>
<td>$5,921.35</td>
</tr>
<tr>
<td>Total</td>
<td>$89,835.62</td>
</tr>
</tbody>
</table>

Implementation costs: The cost for implementation were $14,835.62 over the anticipated budget, the additional funds were leveraged from our regular annual 3Rs campaign. This was acceptable since the 3 Rs campaign was promoted throughout the STR roll out and as part of the many printed materials.

OBSTACLES

A few obstacles presented themselves during the campaign roll out:

Resident concerns

a) Cost increases- This concern was overcome by busting the myths about the level of service and ensuring that cost was addressed in all full-page documents, on our website and in the media. Many resident concerns were quelled by explaining the value for money of the service. Staff found it was useful to break down the annual user rates into a weekly fee; for example it costs residents $2.27 per week for waste collection.

b) “What ifs”- Some residents were hungry for information early on, as soon as they heard about the change. These residents were provided with various channels though which they could access information. All channels lead to the website which was the source of the biggest “mine” of information. They could also call or email the hotline, or visit a display at an event. The ambassador program helped staff overcome this obstacle by having someone present to discuss the program at the curbside.
Resident compliance – The automated collection program requires that residents place their carts in specific positions and away from obstacles and also that they sort their waste correctly. The Sort Toss Roll campaign helped reduce this obstacle by providing photos, diagrams and displays to residents over the duration of the campaign to help these messages “imprint” upon residents and increase compliance.

NEW OPPORTUNITIES

While staff were implementing the awareness campaign, several new opportunities arose that were taken advantage of to a) boost promotion of automation or b) improve communication with residents or c) leverage relationships with organizations or existing campaigns. The following are some examples of new opportunities that we took advantage of and the outcomes.


MILUG got involved with Sort Toss Roll and created a LEGO city that was on display at the Nanaimo Aquatic Center. Each member built a piece of the display, which attracted families and anyone using the facility.

https://www.youtube.com/watch?v=ZAaKCb-Ys4

Image right: STR LEGO truck
Image below: Display at Aquatic Center

2. The Nanaimo Recycles App (May – December)

The app was being developed in advance of this campaign, but it was promoted along with materials in the campaign, such as on the door hanger, in the guide and online. The app went hand-in-hand with the awareness campaign because it helped to make things easier for residents in terms of finding out what goes where and when their collection days are. https://www.youtube.com/watch?v=-eHhWmXtlk8 Image above: ad for app on several pieces

3. Naming the Trucks (September)

Over 1,500 people submitted names for the new automated trucks. The residents of Nanaimo selected the names ‘Mommy’ and ‘Trash-O-Saurus Rex’. Two young Nanaimo residents submitted the winning names, Nathan aged 4 and Hudson aged 2. The competition winners were invited to the Public Works yard for the official naming ceremony with Mayor and CAO. The Trucks will proudly bear their new names for their whole life. This initiative invited the public to get to know the trucks in a fun and friendly way, and to create a buzz throughout the community.

https://www.nanaimo.ca/city-services/garbage-recycling/sort-toss-roll-automated-curbside-pickup/name-the-garbage-trucks
4. Ambassador Program

The ambassador program provided a friendly face for residents to talk to about the new system as their carts were being delivered. Global Affinity’s team of ambassadors talked to homeowners about how the new program would benefit them, how to place their carts on collection day, what items go in each of their three carts, and answered any other questions they had. This service reduced calls and emails to the hotline regarding common and specific questions. Staff sought out volunteer organizations to participate as ambassadors in exchange for a donation towards their organization. Five organizations participated out of 35 contacted. This process also helped to broaden program awareness through these organizations.

*Image right: An ambassador with a happy resident*

5. COOP Student

Our wonderful COOP student stayed for two terms (8 months), allowing us to have a full-time staff member committed to raising public awareness and ensuring we had a presence at all major events.

*Image right: Charlotte Davis and COOP student Crystal Yeun at the Car Trunk Sale September 9, 2017.*

**RESULTS**

**GOAL 1 ACHIEVED:** There were very few calls/emails regarding when a specific person would be getting their carts. The majority of residents viewed the web information regarding the phase one area before calling in.

**GOAL 2 ACHIEVED:** Besides a few residents concerned about not being consulted as to where their tax dollars were going, the majority of residents talked to at events, in person and through the STR hotline were satisfied with the reasons for implementing the program.

**GOAL 3 ACHIEVED:** Every person that received carts during our phase one was aware of the program. Not only that, the majority of those who did call in had very specific questions or were wondering when the rest of their carts were coming, meaning all general questions were answered within the communication tools delivered before or during the campaign.
Campaign results for all goals were measured together, since it was difficult to separate video views etc. by goal. Overall awareness campaign results are as follows:

- City staff spent 326 hours at public events and locations providing public outreach and education.
- Over 1,500 entries for the naming of the truck, and two winners present during naming ceremony.
- Over 7,000 views of sponsored posts on Facebook.
- 16,350 views of videos between Facebook and You Tube.
- Staffing was increased by 50% for 3 months to take phone calls (number of calls was not measured).
- 317 residents contacted Public Works through the Sort Toss Roll email hotline.
- 14 different radio messages played 552 times between June and December.
- During implementation, ambassadors talked to 2,665 residents (over one-third of the homes delivered to). Of those residents, 98% (2,610) were either happy with the program, or were satisfied with the answers their received to their questions. Only 55 residents (2%) had an issue that needed to be resolved by referring him/her to a City staff member.

Although we haven’t done a formal survey yet, informal surveying was done by walking around phase one neighbourhoods on collection day. Here are four testimonials collected on March 1, 2018.

**TESTIMONIALS**

“I love the new system! Nothing but the best. I do a lot of gardening and the green [cart] is always full.” - Gordon Smidts (Image left)

“I like the new system. I would love a bigger green bin for more yard waste, but besides that, it works well. But I never know when the trucks are coming because the new ones are so quiet!” - Stuart Collins (Image right)

“The system is good, easy to wheel and less physical, [and it] solves the issue of rain soaking the bags and bins and recycling flying down the street. Plus the [recycling] cart is big enough to fit everything.”
- Tom Star (no photo)

“I like the new system. I can’t think of anything bad to say, they’re great!” - F.B. (no photo)

**EVALUATION**

The communications program was a success, in particular, the door hangers got program information directly to the homes within the phase one area, and the Woodgrove Centre display attracted residents from all over the city to learn about the program.

The major lessons learned during the awareness campaign from phase one have become recommendations for the implementation of phase two. The lessons learned that affect the awareness campaign are as follows:
1. **Contact owners by mail**: Send letters regarding homes noted as exceptions to all named owners, not tenants, however ensure homeowners communicate changes with tenants.

2. **Mail outs**: For large mailings such as collection schedules, use a mailing house or printer with in-house addressing equipment.

3. **Double booklets**: Provide two educational booklets on the cart to homes with a suite, rather than one booklet, ensuring both suites receive all program information.

4. **Publicize delivery cart schedule**: Post the delivery schedule on the City’s Sort-Toss-Roll webpage so residents know when to expect their delivery and when their new carts will be used for the first time. Publicize that the webpage will be kept up to date so residents know where to look for updated information before calling the hotline.

5. **Add ‘what to do with resident’s old garbage and organics containers’ in the FAQ**: This question was asked more than anticipated. Boost awareness of where to take old containers in advance of phase two.

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**SATISFACTION SURVEY (SPRING, 2019)**

Once all residents have been using the system and the cart swap outs have occurred, the City will conduct a survey to identify resident’s level of satisfaction with the program, as well as identify opportunities to further improve waste reduction. Upon completion of phase two cart exchanges, the City will measure and report on the success of the program in terms of user satisfaction. The survey will be accessible to all (online and paper formats) and be widely promoted. Key survey areas will measure the following: Satisfaction with managing change, with collection and with the program overall, as well as how well was the change communicated. We will also gauge whether residents would support future initiatives such as improving diversion rates.

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**TIPS FOR OTHER COMMUNITIES**

We pulled successful examples from other North American communities to create our awareness program and hope that those implementing a similar program will look to us as a successful example. Here are the top three things other communities could use to replicate our program:

1. **Start the awareness campaign up to a year in advance of implementation** – Raising awareness takes time and continual exposure to the message so the change doesn’t seem sudden. Residential taxes are being affected by the change so they need to fully understand that the extra cost is worth the extra service they will be receiving. Infiltrate every possible media channel you can think of and utilize community connections.

2. **Launch helpful communication tools with the roll out campaign** – Launching the Nanaimo Recycles App provided a world of information directly related to the program available in each resident pocket. Promote these tools with all program materials so it is seen as an essential part of the program.

3. **Have public displays within the community** – This was an essential part to raising awareness so people could see and touch the carts, meet the trucks and have all their questions answered in person.