

Toronto 3Rs Ambassador Program

Proposed Implementation Plan

(as approved by 3RWG Sep 25, 2008)

Executive Summary

The 3Rs Ambassador program proposal has been developed by the **3Rs Working Group**, a citizen advisory body to Solid Waste Management Services and the Public Works and Infrastructure Committee.

The purpose of the program is to help the City achieve 70% waste diversion by supporting **community-based volunteers** to actively and directly communicate with fellow citizens about the City's waste reduction and diversion programs. It is based on a **'train the trainer/ member get member' approach** which has the potential to build a large-scale volunteer network that can provide information about waste reduction and diversion to citizens city-wide.

In the past, SWMS has used mainly **mass communications approaches** to support its waste diversion programs, such as ad campaigns, newsletters and the Solid Waste website. **Active, in-person approaches** such as home visits may improve the effectiveness of the City's communications strategies because they are **attention-getting, accessible, flexible** and **motivating**.

The initial focus of the program will be **citizens living in multi-residential housing (apartments, condos and townhouses)**. Diversion rates are low in multi-residential housing and many waste diversion programs seem to focus more on single family housing. However **several studies in Toronto have shown that active outreach strategies can improve diversion rates** in apartments. For example, a 1997 Metro Works pilot study showed multi-residential buildings had an average 6.7% increase in diversion rates following some form of in-person outreach.

Solid Waste Management Services **does not currently have adequate staff capacity to conduct ongoing, large-scale active outreach** about its waste reduction and diversion programs. Moreover, existing City volunteer programs, such as the Toronto Environmental Volunteers and Live Green Toronto, are not focused on waste reduction and diversion outreach. The 3Rs Ambassador program aims to fill these gaps.

We propose a maximum program structure of **four (4) coordinators (one in each Community Council) and forty-four (44) assistants (one in each ward)**. Rollout is proposed to happen over 2 years (2009-2010), coordinating to the extent possible with the rollout of the green bin program in apartments and condos. The **program should be run for at least 4 years (2009-2012) to ensure city-wide coverage and results**. Annual building targets are presented in the proposal whereby four years would be sufficient to reach all approx. 5100 multi-residential buildings in the City.

Draft staff position descriptions, sample Ambassador activities, a workplan and estimated budget for the initial year of the program (2009) are provided in this proposal. Program costs for the initial year of the program are estimated by the 3RWG (without staff input) at approximately \$1.25m. Staff input is being sought on this estimate. Next steps include the development of Ambassador training curriculum, program evaluation design and an Ambassador recruitment campaign.

In summary, the 3RWG (Admin and Development Subcommittee) makes the following six key recommendations:

Short-term Recommendations (Sept – Dec 2008)

1. Start Ambassadors Program as soon as possible.
2. Allocate Resources in SWMS 2009 operational budget to cover staffing/timeline “Option B” - hiring of 2 Program Coordinators and 22 Program Assistants in 2009.
3. SWMS Staff provide 3RWG with detailed budget estimates and projections for fiscal years 2009-2012, for various timeline options (A, B, and C).
4. 3RWG and Staff continue to work together as per the roles and responsibilities outlined in 3RWG Terms of Reference to develop Ambassadors training curriculum, outreach & recruitment materials, program activities as well as design measurements of success of the Program.
5. Ambassadors Program be implemented according to the proposed 2009 workplan shown in the proposal.
6. The 3Rs Ambassadors Program be funded and operated for a minimum of 4 years (2009-2012) to reach full capacity and effectiveness.
7. 3RWG have input into the hiring of Program Coordinators and Assistants.

The 3RWG (Admin and Development subcommittee) are committed to continue working with staff and PW&I to develop this program, which we believe will help the City maximize the effectiveness of existing and new waste reduction and diversion programs.

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Document History

This proposal was written by the members of the Administration and Development subcommittee of the 3Rs Working Group (3RWG). The 3RWG is a citizen advisory body formed on January 1st, 2008, which provides input and advice to the City on its waste reduction and diversion initiatives (www.toronto.ca/3rwg).

The 3Rs Ambassador Program proposal builds on ideas presented by a University of Toronto student group to the Community Environmental Assessment Team (CEAT) and the Public Works and Infrastructure Committee in 2007 (Bowman et al, 2006). The 3RWG agreed at its meeting in June 2008 that the 3Rs Ambassadors program idea was a top priority for further development.

The current proposal includes input from 3RWG members and Solid Waste Management Services (SWMS) staff. The proposal was approved by 3RWG on September 25, 2008 meeting, it will be presented to Public Works and Infrastructure Committee for their review and approval. The authors note that the proposal may require further development based on additional feedback from the 3RWG, staff, and Council members.

Purpose of Program

Get to 70% by actively and directly reaching out to fellow citizens

The overall goal of the 3Rs Ambassadors program is to **help achieve the City's 70% waste diversion target**. Achieving this target will require all of Toronto's 2.6 million citizens to participate effectively in the City's waste diversion and reduction programs.

The 3Rs Ambassadors program aims to achieve this by **wide-spread, in-person outreach by community-based volunteers**. This kind of approach can help maximize the use of existing waste diversion programs as well as support the rollout of new programs like the green bin in apartments, condos and townhouses.

Program Focus

Apartments, condos and townhouses

The 3Rs Ambassadors program will focus, at least in its initial stages, on outreach to citizens living in multi-residential housing (apartments, condos and townhouses). This is an added benefit for building/condo owners to recognize the savings of this initiative in reducing their garbage and may attribute to an award/incentive for volunteers who participate on their property.

As the program progresses, it could be applied to single family housing as needed.

Rationale for program and focus

Need for more active communication with citizens, especially those living in apartments, condos and townhouses

Communication with citizens is an essential part of solid waste management. **Communication is particularly important in the area of waste diversion**, where the City's programs are changing rapidly and every citizen needs to know not just when to put the garbage out, but also what is recyclable, reusable, compostable, or just waste, and what is the best thing to do with each.

In a big city like Toronto which continually welcomes newcomers from the rest of Canada and the world, effective communication with citizens about waste diversion requires **a large-scale, ongoing effort aimed at millions of people of many different backgrounds**.

There are numerous ways of approaching this challenging task. At the moment, the City mostly uses print and internet-based **mass communications**. Some examples of mass communications products used by Solid Waste Management Services include:

- Approx. 500,000 garbage collection calendars delivered annually to single-family homes
- Waste Watch newsletter delivered twice per year to single family and multi family residences¹
- Solid Waste Management website (www.toronto.ca/garbage) visited by about 1 in 10 citizens in 2007 (284,000 visits)
- TTC poster ad campaigns for new program rollouts, such as the “Garbage is Changing” or “Complete the Picture” campaigns for the new fee structure in 2008.

Although they can be expensive², these types of communications tools have the advantage of potentially reaching many citizens with relatively little staff effort. However, a report presented to the Public Works and Infrastructure committee in 2007 suggests that there are limits to their effectiveness (“Talking Trash”, Bowman et al, 2006, citing Read (1999 and 2000), and Hopper and Neilson (2001)). This report stated that

A number of different studies on the effectiveness of public education campaigns have suggested that ‘active methods’ of promotion, including home visits and interactive surveys, are significantly more effective at changing people’s behaviour than information delivered in a more traditional manner such as through regular advertising, leaflet drops, and/or newsletters.

Active approaches such as home visits may be more effective because they avoid some of barriers that may prevent people from retaining and using information presented in mass communications products, such as:

- competition for attention with many other communications materials.
- lack of literacy in the language in which information is presented
- lack of internet access³
- lack of sufficiently detailed or personally relevant information
- lack of social engagement

¹ Note the Waste Watch newsletter will be discontinued in fall of 2008.

² For example, a recent mass media campaign launching the new blue bins cost \$568,042.00. This amount covered off the contracted ad agency’s commission, production and placement of 2-4 full page colour ads in community newspapers, transit shelters, EcoMedia boxes, mall posters and digital boards (when available).

³ A 2005 survey by Statistics Canada found that 25% of adult Torontonians do not use the internet. See <http://www.statcan.ca/Daily/English/060815/d060815b.htm>.

In short, active approaches may work because they are **attention-getting, accessible, flexible** and **motivating**. These are important advantages when trying to communicate complicated waste management information to an extremely diverse and potentially uninterested audience.

Active communications approaches also require significant **time and effort** from people with appropriate knowledge and good communications skills.

Current staffing in Solid Waste Management Services is **not adequate** to meet the challenge of actively delivering waste management information to 2.6 million citizens. Out of a total of 1,340 approved positions in 2007⁴, Solid Waste Management Services allocated 1.9 positions specifically for outreach and education, or about **1 outreach staff person per 1.4 million citizens**. The approved 2007 budget for Target 70 – the City’s plan to reach 70% diversion by 2010 – set aside \$1.9 million for

....a comprehensive, ongoing promotion and education campaign aimed at changing the purchasing behaviour of residents....in an effort to achieve 70% diversion by 2010....

Unfortunately, none of the \$1.9 million was allocated for additional staff resources that might be able to implement a new promotion and education campaign. Nonetheless, there is a clear need for **additional human power** to deliver waste reduction and diversion information to Toronto citizens, particularly at a time when the City is implementing many new program aiming to achieve an ambitious city-wide diversion target (70%).

The need is especially great for communication about waste diversion in apartments, condos and townhouses. Historically, many of the City’s waste diversion programs and communications efforts appear to have focused on single-family housing. Current diversion rates in single-family housing are about 54%, while diversion rates in multi-family housing are about 13%. However, multi-residential housing has been placed on the new “pay as you throw” fee structure in advance of single-family housing. Hence, **communications efforts should prioritize apartments, condos and townhouses**.

The 3Rs Ambassadors program aims to address these needs by creating **a large-scale, structured network of dedicated volunteers who will conduct waste diversion outreach and education activities** in their own buildings and communities. This network will be trained, supported and coordinated by City staff.

Review of related programs

Before getting into the details of the Ambassadors program, we would like to briefly review some related outreach programs:

⁴ <http://www.toronto.ca/budget2007/pdf/clusterB.pdf>

- existing environmental volunteer programs in the City of Toronto (**Toronto Environmental Volunteers** and **Live Green Community Animators**)
- existing waste diversion outreach programs conducted by staff in the **City's Parks, Forestry and Recreation division**
- pilot waste diversion outreach programs conducted in apartments by **Metro Toronto** and by the **Toronto Green Community**
- pilot volunteer training programs conducted by the **City of Barrie**

For each program, we have provided information on what the program is (description), what it achieved (results) and how it relates to the Ambassadors proposal (relevance).

Toronto Environmental Volunteers (TEV)

<http://www.toronto.ca/wes/techservices/involved/outreach/tev/index.htm>

Description:

A full description of the program is available on-line, summarized briefly here:

- TEV started in 1996 in order to achieve 60% waste diversion goal
- Over time, the program **expanded its focus to include many environmental goals** and issues such as water efficiency, pesticide reduction and air quality, with relatively reduced focus on waste outreach and education
- Program consists of 20 hour training program, with volunteers participating in community outreach events with City staff
- Program normally coordinated by two full time staff
- Program is currently suspended

Results

We are currently unaware of any specific outcomes of the TEV program with respect to changes in waste diversion rates.

Relevance

The Ambassadors program will not duplicate the existing TEV program, since TEV activities currently address many different environmental issues. Even if TEV were to become reactivated, TEV participants are not available to deliver sufficient outreach and education activities specific to the City's waste diversion and reduction programs.

TEV coordinators may, however, be able to provide advice and input on Ambassadors program development based on their many years' experience working with volunteers. They may also wish to be kept aware of the Ambassadors' activities, in the case there are ways of "joining forces" for particular events such as Community Environment Days.

Live Green Community Animators

<http://www.toronto.ca/livegreen/>

Description

More information is available on the Live Green website (above). A brief summary is given below:

- Live Green Toronto is a 5-year program launched in 2008, with a **focus on climate change and air quality**
- Community Animation is one component of Live Green and aims to help community and neighbourhood groups to identify and undertake actions in their community, which result in a reduction in greenhouse gas and smog causing emissions.
- Activities may include tree inventories and plantings, installation of renewable energy systems, energy efficiency audits and retrofits, etc.
- Community Animation services are to be contracted out, with one contract for each community council area (4) and a 5th which is not geographically specific.
- One contract has been awarded to date. A call for proposals to fill the remaining four contracts has been reposted.
- City staff will oversee the contracts with the successful proponents.

Results

As the program is just getting established, no results are currently available.

Relevance

Similar to TEV, the Live Green Community Animators component does not focus on waste reduction or diversion and therefore **the Ambassadors program will not duplicate this program either**. Nonetheless, there may be opportunities for joint or coordinated activities, e.g., recognition events for volunteers.

It is notable that the Community Animation component of Live Green has been contracted out. While this approach is not currently recommended for the Ambassadors program, Solid Waste Management Services may wish to obtain more information on reasons for this approach and its relative success.

Parks, Forestry and Recreation Waste Diversion program

<http://www.toronto.ca/parks/wastediversion/index.htm>

Description

Detailed information on the Parks, Forestry and Recreation (PF&R) waste diversion program can be obtained at the website above. Below is a brief summary of the outreach and education component:

- Dedicated outreach and education staff have been in place since summer 2006
- Staff are tasked with developing and delivering programs that help achieve divisional diversion targets for 1500 parks and 150 community centres
- Program currently includes:
 - waste diversion training sessions for Parks, Facilities and Recreation staff
 - building “greening” projects at Parks yards and community centres
 - waste diversion educational programs at children and youth camps
 - biannual parks litter clean-up in coordination with the two Toronto school boards
 - waste diversion outreach and education for the general public at community events and festivals in City parks and community centres
- the program is staffed by a full-time coordinator and team of seasonal assistants. Planned staffing levels for 2009 are **2 coordinators and 12 support staff**.

Results

Diversion rates have increased steadily since the program began, likely due to education and outreach in combination with efforts to add more blue bins in community centres and parks. Division-wide waste diversion results are summarized in the Table below.

Table 1. Parks, Forestry and Recreation Diversion Rates, 2005-7

Year	Parks and Forestry rate (%)	Recreation rate (%)
2005	39	32
2006	43	43
2007	46	51

Relevance

The Ambassadors program will not duplicate the PF&R waste diversion outreach and education program, since the PF&R program focuses on waste diversion in public facilities (parks and recreation centres), rather than residential waste diversion programs.

Some lessons learned from the PF&R experience that may be relevant for the 3Rs Ambassadors program include:

- **the general public have many questions about residential waste diversion programs** (as experienced at public events)
- education and outreach is also usefully directed at front-line waste management staff (e.g., facility maintenance staff in community centres).
- adequate collection infrastructure needs to be in place at the same time as outreach and education, so that information can be meaningfully used
- **active outreach and education requires adequate staff** to make (and measure) an impact

Metro Works apartment waste diversion pilots

Description

- Metro Works (former City of Toronto) undertook a pilot project in 1997 to assess diversion rates of apartment buildings and compare the diversion rates where various types of programs were in place.
- **Six apartments experienced some kind of active outreach**, including the following 3 types of strategies:
 1. Maximum diversion. Outreach included recruitment of buildings stewards, door to door visits, delivery of written materials, choice of bags or boxes, posters and/or publicity events.
 2. Visitation only. Personal visit and delivery of printed materials.
 3. Steward-incentive. Similar to Visitation Only but financial incentive offered to superintendent or steward to encourage residents to recycle.

Results

The results showed no significant differences between particular strategies, nor any significant differences between diversion rates in these six buildings compared to control buildings. However, **the results did show that diversion rates improved at all six buildings throughout the project, with an average increase of 6.7%** (see table below).

Table 2. Summary of Apartment Program Diversion Rates – Metro Works 1997 Study

Apartment location	Number of units	Program	Core materials - blue box (% diversion)			% Increase between initial and average rates
			Initial	Average	Peak	
5 Brockley	256	Maximum Diversion	12.1	15.9	19.7	+3.8
1275 Danforth	114		7.7	15.7	21.3	+8.0
41 Antrim	192	Visitation only	2.1	8	12.8	+5.9
50 Rosehill	245		20.6	30.2	38	+9.6
100 Dundalk	256	Steward Incentive	11.4	15.5	20.5	+4.1
100 Roehampton	211		17.2	26.5	34.7	+9.3

Relevance

The results of this study, as demonstrated by audits, suggest that even minimum active outreach (such as 'visitation only' strategy) can improve diversion rates in apartments.

Toronto Green Community Apartment Greening Project

http://torontogreen.ca/index.php?option=com_content&task=view&id=61&Itemid=96

See also presentation to 3Rs Working Group at:

http://www.toronto.ca/garbage/3rwg/pdf/meetings/2008-07-10_ueta.pdf

Description

The Toronto Green Community, an environmental non-governmental organization, developed and implemented an 'Apartment Greening Project' that included a waste diversion education and outreach component. For details, see the links above (brief summary below).

- Program took place at a 137 unit rental building at 12 Deerford Road in North York
- Focus was on four areas of environmental awareness: water conservation, energy conservation, waste management and ecological gardening
- Project began in August 2007 and is still running.
- Outreach strategies included attitude surveys, delivery of blue box to each tenant, workshops, tenant meetings, building events, lobby displays and conducting a door-to-door education campaign.
- TGC staff and volunteers, including building residents and 10 local high school students, delivered waste reduction diversion education
- **Most effective strategies were found to be outreach at the individual unit level (door to door)**

Results

- Since the preliminary meeting and door to door conversations with tenants, the apartment has eliminated one of two garbage pick up per week, which is equivalent to **4 yards less of waste each week**.
- In addition to reducing the amount of scheduled pickups the property management group has also increased the number of recycle bulk bins by two bins. This resulted in the volume of recycling increasing from 10% of total waste to 50%.
- TGC will be starting similar outreach projects in 4 new buildings in October 2008.

*3Rs Ambassador Program Proposed Implementation Plan – September 25, 2008
By the 3Rs Working Group (Admin and Development Subcommittee)*

Relevance

The TGC project, like the Metro Works 2007 pilot, demonstrates that **active outreach in apartments result in real improvements in waste diversion.**

TGC staff also noted that apartments offer an excellent opportunity to reach large numbers of people in a smaller geographic area and therefore are an excellent place for outreach.

The waste diversion component of the TGC project is an appropriate model to use for the Ambassador program. Key best practices/ lessons learned include:

- the most effective strategy was found to be individual unit outreach
- the program required a fairly large group of dedicated staff and volunteers (>10)
- multiple building visits were required, over about a 1-year period
- willing partners included the property management and a local high school

Barrie Master Recyclers

Description

- The Master Recycler Initiative was created under the Corporation Supporting Recycling's (CSR) partnership with the City of Barrie
- Purpose was to work with staff and tenants of multi-family buildings to enable them, on behalf of the city, to promote effective recycling in their own buildings
- Master Recyclers participated in an 8-hour course (delivered in 4 workshops) and then undertook waste diversion education and outreach
- The project team who led the workshops combined knowledge of social marketing, recycling, multi-family living, and municipal issues.
- The Program was announced on the City's Waste Management line (via phone message) as well as broadcasted to building management companies.
- Workshops covered recycling (how it works, what happens to recyclables, importance of source separation) and communication strategies, as well as a MRF tour
- Workshops were run for about 15 people

Results

The Barrie Masters Recycler report did not provide information on impact on waste diversion rates. It is considered a successful experiment and has resulted in the creation of a series of user-friendly PowerPoint presentations. Participants became interested and

most have promised to carry through with activities. However, proof of its success will best be measured by whether the participants actually follow-up by creating programs that will promote behaviour change and increase waste diversion.

Relevance

The Barrie Master Recycler program report provides several key lessons learned particularly relevant to the training and retention of volunteer educators:

1. Need to **repeat a core theme several times**.
2. Participants **crave recognition** for their efforts.
3. Not everybody is an 'activist'.
4. Be **flexible and responsive**.
5. Part of the value comes simply from **creating the dialogue** and becoming **accessible**.
6. Not everybody is a natural ally.
7. Mater Recycler is **two-way education**.
8. Set a **firm limit** on the number **of participants**. [in workshops]
9. Encourage participants to **attend each session in person**.
10. Incorporate **more skits and role-playing** in exercises.
11. Arrange for a **guest speaker** at each session.
12. Provide **Gifts and incentives**.

The report also noted that operational/ physical constraints such as collection space, accessibility, convenience, and predictability, as well as effective communications, were key to the success of multi-family recycling.

Detailed Description of Toronto 3Rs Ambassadors Program

The information provided in previous sections describes the current need for the program in the City of Toronto, as well as evidence that similar programs have been tried before that worked, notably in apartments.

Below we provide more detail on how the 3Rs Ambassadors program can be set up.

Organizational structure

Train-the-trainer/member-get-member approach

The 3Rs Ambassadors program aims to create **a large-scale, structured network of dedicated volunteers who will conduct waste diversion outreach and education activities** in their own buildings and communities.

While Solid Waste Management Services staff will provide support to Ambassadors, the **key feature of the program is that knowledgeable citizens will communicate directly with other citizens**. In a city as large as Toronto, it is not possible to have staff actively communicate with every single citizen about waste diversion. However, with some support, citizens themselves can be the communicators. May also look at the feasibility of local high school requirements for volunteer hours and team up with those schools in the area to fulfill their hours as needed as well. This approach will help ensure that outreach will be wide-spread enough to make a difference to the City's diversion rates.

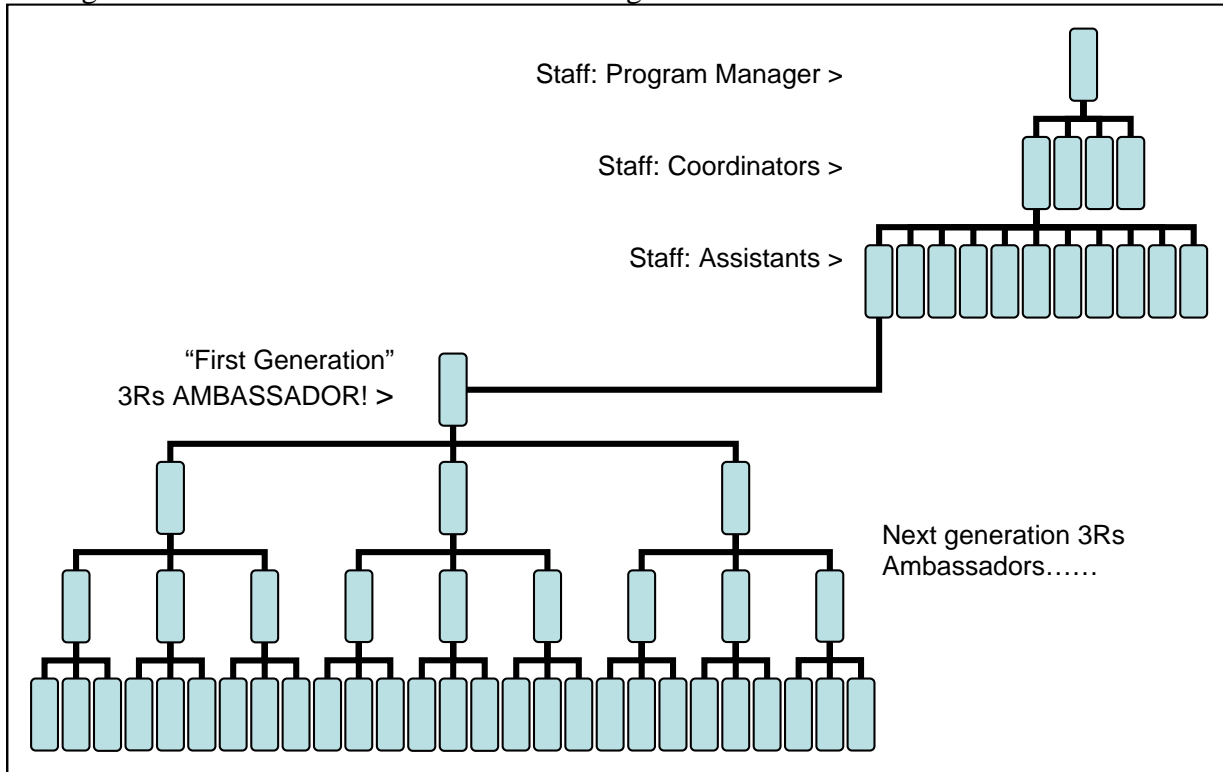
The key mechanism in terms of achieving coverage objectives is a “train the trainer” and “member get member” approach. **Essentially, Ambassadors reach out to others who adopt similar goals and attain similar knowledge**, who in turn indoctrinate others, creating geometric growth of the volunteer network. In five easy steps:

1. SWMS will hire and train 3Rs Ambassadors Program staff (e.g., **Program Manager, Coordinators and Program Assistants**).
2. The Ambassadors Program staff will recruit and train the “**first generation**” of volunteer Ambassadors.
3. Over a 1 year period (e.g. 2009), these Ambassadors will conduct waste diversion and education activities in their own buildings/communities.
4. Towards the end of the first year, with support and encouragement from the City, these Ambassadors will each recruit and help train a minimum of three (3) “**second generation**” Ambassadors.
5. The second generation Ambassadors will conduct waste diversion and education activities in their own buildings/communities for 1 year (2010), then recruit and train a “**third generation**”. This pattern will continue for a minimum 2 more years (approx 2012).

The diagram below illustrates this organizational structure, showing a sample structure with:

- 4 Coordinators (one per community council area), under the supervision of a manger
- 11 Assistants (1 per ward – only 1 Community Council shown)
- 40 Ambassadors (only 1 First Generation Ambassador shown). Although the goal would be to engage as many Ambassadors as possible, the figure below is meant only to illustrate the power of the “train the trainer” approach to expand the network.

Figure 1. Illustration of 3Rs Ambassadors organizational structure: “Train the Trainer”



Organizational Software

As illustrated above, with successful recruitment, the network can expand geometrically to large proportions which may be difficult to track. Fortunately, commercial software applications are readily available (<http://www.multisoft.com/>) to track and organize such a multi-level network. This software can group members, track links between them as well as automatically provide an orderly ‘roll up’ replacement when a volunteer leaves the network. As a network grows larger, such software will likely be highly useful for efficiently tracking the network.

Roles and Responsibilities

There are three key “roles” in the Ambassadors program:

- **3Rs Ambassadors:** community based volunteers
- **Program Coordinators:** Supervisory Solid Waste outreach and education staff
- **Program Assistants:** Support Solid Waste outreach and education staff

Draft position descriptions are provided below. These will need to be reviewed by Solid Waste Management Services to ensure consistency with City Human Resources and hiring policy and procedures.

3Rs Ambassador (volunteer)

Qualifications:

- Toronto resident
- Interest in the 3Rs and/or the environment
- Interest in helping the City achieve its waste diversion and reduction targets
- Good communications skills including diplomacy and tact
- Assets would include:
 - o leadership and organizational skills
 - o the ability to speak languages other than English
 - o educational background or experience related to waste management
 - o experience living in a multi-unit residence (apartment over 8 units, condo, townhouse)

Responsibilities:

- Attend City information and training sessions
- Organize, lead and participate in safe educational activities that provide accurate information on the City's waste reduction, reuse and recycling programs to friends, family, and neighbours
- Report back to City staff as required
- After 9 months in the program, recruit and help train 3 more Ambassadors so they can also organize and lead educational activities in their own communities.
- Minimum 1 year commitment (no maximum – as long as you want), approx 4-8 hours per month.

Benefits:

- Learn more about the City's waste reduction, reuse and recycling programs
- Access to free training sessions and annual conference and awards banquet
- Help your city and the environment in a real, practical way
- Be a community leader
- Upon completion of 1 year of participation, receive a certificate recognizing your contribution to the City of Toronto

Sample Ambassadors activities:

1. Door To Door 3Rs Ambassadors Visits – Visit your neighbours, give them free information and answer their questions about the City's waste reduction, reuse and recycling programs, (i.e. Show residents what's recyclable using the City's existing posters and info to enforce how to do it right.)

2. Establish a building 3Rs citizen committee – Find and meet regularly other people willing and interested to help spread the word, identify building waste problems and solutions.
3. Give guest presentations on the City’s 3Rs programs – in your building, at work, or at your local school, church or community centre
4. Organize a 3Rs information series at your local library – choose from a list of movies, speakers, or book readings that the City can provide. [location help]
5. Audit your own waste, or be a neighbourhood waste watcher – Learn how to inspect garbage and recycling and report the results to the City.
6. Help your local City Councilor – Set up and attend 3Rs information booths at community events in parks, community centres, and at summer festivals
7. Organize a 3Rs drop-in discussion group – Invite your neighbours, friends and family to come meet you and talk about how you reduce waste, reuse things, and what can and can’t be recycled or composted.
8. Anything else you can think of that would help reduce waste in your community
...

3Rs Ambassador Program Coordinator

(full time position)

Challenge:

Create, monitor and support a volunteer network where citizen Ambassadors organize and conduct waste reduction and diversion outreach activities in their own communities.

Key responsibilities:

Working closely with members of the 3Rs Working Group (a citizen advisory body) and other SWMS staff (Policy and Planning, Communications and Operational):

- Design and implement an Ambassador recruitment campaign
- Organize and lead in-person Ambassador training/orientation sessions across the City
- Organize and facilitate an annual city-wide Ambassadors recognition and learning event
- Provide ongoing support to community-based Ambassadors. Specific tasks include:
 - o Regularly relay up-to-date, accurate information on the City's 3Rs programs and initiatives
 - o Develop and maintain a volunteer database
 - o Develop and maintain the Ambassadors website and training packages
 - o Attending local community events organized by Ambassadors as resource person or facilitator
 - o Deliver Ambassadors training and info sessions
 - o Provide free communications materials to Ambassadors
 - o Manage assigned program budget
 - o Liaise between Ambassadors, 3RWG and City staff i.e., relay and meaningfully address Ambassadors' ideas, advice, input, questions, concerns and feedback about the City's 3Rs programs and initiatives
 - o Coordinate and develop partnerships with related agencies, programs and organizations, including Toronto Environmental Volunteers, Toronto Environment Office, Toronto City Summit, PF&R, Exhibition Place, TDSB and TCDSB Waste Diversion Education staff, and community-based volunteer organizations.
 - o Follow up / check in with Ambassadors on a regular basis ; help resolve issues as needed
 - o Continually promote and recruit into the Ambassadors program
- Monitor success of program through development, administration and/or oversight of citizen surveys and waste audits
- Write and present annual report summarizing results achieved, best practices and lessons learned, and recommendations
- Oversee up to 12 part-time staff who will assist with the above tasks.

Key qualifications

Experience:

- Experience in a leadership role in community development, capacity building and/or outreach and education programs
- Experience designing and leading non-classroom educational activities for diverse audiences
- Experience training, coordinating, and supervising staff and volunteers
- Knowledge of the 3Rs, waste management issues and waste auditing practices, including the City of Toronto's waste reduction and diversion programs
- Experience managing budgets
- Experience developing and using communications materials

Skills and abilities:

- Ability to communicate effectively with and creatively engage people from many different cultural, educational, social and economic backgrounds
- Ability to understand and communicate scientific or technical information such as waste audit results to a general audience
- Excellent organizational and administrative skills

Asset qualifications:

- Experience using volunteer network software and graphics software
- Ability to communicate in languages other than English, in particular one of the City's top 10 non-English languages
- Experience or training in popular adult education and/or environmental education
- Demonstrated ability to inspire, motivate and encourage people to change their behaviours
- Dispute/conflict resolution training and/or experience
- Experience living in multi-residential building (apartment, condo or townhouse)

Operational considerations:

- Toronto resident
- willingness to travel to various locations in the City on a regular basis
- willingness to attend work evenings and weekends

3Rs Ambassador Program Assistant

(full or part time, depending on resources)

Challenge:

Under supervision of Program Coordinator, help create, monitor and support a volunteer network where citizen Ambassadors organize and conduct waste reduction and diversion outreach activities in their own communities.

Key responsibilities:

Implement the following activities in assigned geographic areas and/or buildings:

- Help organize and deliver Ambassador recruitment, training and recognition events
- Provide in-community support to potentially large numbers of volunteers, with activities including:
 - o responding promptly to requests for information and communications materials,
 - o participating in community events (particularly the first few organized by any Ambassador) such as door to door information visits, facilitating 3Rs discussion groups or speaker series, or attending booths at community events
 - o helping to identify and recruit next generation of Ambassadors in assigned area, so as to meet participation targets
- Administer surveys and/or waste audits at selected evaluation sites
- Provide input into annual report summarizing results achieved, best practices and lessons learned, and recommendations

Key qualifications

Experience:

- Experience in community development, capacity building and/or outreach and education programs
- Experience designing and leading non-classroom educational activities for diverse audiences
- Experience as a volunteer
- Knowledge of the 3Rs, waste management issues and waste auditing practices, including the City of Toronto's waste reduction and diversion programs
- Experience developing and using communications materials

Skills and abilities:

- Ability to communicate effectively with and creatively engage people from many different cultural, educational, social and economic backgrounds

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- Ability to understand and communicate scientific or technical information such as waste audit results to a general audience
- Excellent organizational and administrative skills

Asset qualifications:

- Experience in a coordination, facilitation or supervisory role
- Experience in administering surveys or conducting waste audits
- Ability to communicate in languages other than English, in particular one of the City's top 10 non-English languages
- Experience or training in popular adult education and/or environmental education
- Demonstrated ability to inspire, motivate and encourage people to change their behaviours
- Dispute/conflict resolution skills or experience
- Experience living in multi-residential housing (apartment, condo, townhouse)

Operational considerations:

- Toronto resident
- willingness to travel to various locations in the City on a regular basis
- willingness to attend work evenings and weekends

Possible problems or issues

Below is a (non-exhaustive list) of some issues that may arise, which program staff should be prepared to address.

- **Age:** The program should be open to people of all ages. However, Ambassadors under 18 years of age may need to be under adult supervision or partnered with an adult.
- **Appropriate behaviour:** Ambassadors will be seen as City representatives. As such, they will need to be respectful and diplomatic, and refrain from inappropriate actions while conducting outreach, such as illegal activities or confrontational or aggressive behaviour. Appropriate behaviour should be covered in training sessions.
- **Disputes or Conflict with other citizens:** Some Ambassadors may encounter conflictual situations while conducting outreach. Ambassadors training should include some tips on how to avoid, diffuse, leave or otherwise handle these situations.
- **Ensuring accurate information delivery:** Ambassadors will be in the position of informing other citizens about the City's 3Rs programs, and must make an effort to provide accurate information. Of course, Ambassadors, as citizen volunteers, cannot be expected to be waste management experts. Training

sessions should be designed to help Ambassadors gain a good understanding of the City's 3Rs programs that all citizens are expected to use every day. Ambassadors should also be provided with reference phone numbers, websites and communications materials so that they can obtain more information as needed.

- **Ensuring city-wide coverage:** Program staff will need to track coverage and may need to do more active recruitment or outreach activities in particular buildings or areas that lack volunteers.
- **Leaving the program:** Although Ambassadors will be encouraged to make a 1 year commitment (minimum), as volunteers they can quit at any time. They can also be asked to leave the program should they do something inappropriate. Staff will be responsible for identifying and resolving problems with Ambassadors, and establishing criteria for leaving the program. Failure to meet the recruitment target of 3 additional Ambassadors will not be sufficient cause for being asked to leave the program.
- **Safety:** Ambassadors should be encouraged to undertake all outreach activities in pairs, and (as mentioned above) always have phone access to a City staff person. Ambassadors should also refrain from handling garbage unless trained to do so by City staff. Health and safety procedures should be covered in training sessions.
- **Supervision:** If the program is to succeed as described above, i.e., as a large scale community-based network, Ambassadors will need to undertake outreach activities in their own communities on their own time and initiative. It will not be possible for a staff person/supervisor to always be physically present. The City will need to devise means of ensuring there are ways Ambassadors can obtain appropriate support as needed (e.g., supervisor available by phone after hours, regular check ins by support staff).

Timelines

As increased outreach could help support new Target 70 initiatives that are already being implemented, **an immediate start date is recommended.**

Several possible options in terms of the rollout speed (time from start to maximum staffing) are outlined below. Regardless of how fast the program gets started, however, it will take some time for the program to achieve city-wide coverage and results. **A minimum program duration of 4 years (2009-2012) is recommended.**

Option A : Full rollout in 2009

In this scenario, 4 coordinators (1 per community council) and 44 assistants (1 per ward) would begin outreach work in 2009, continuing through 2012.

The main advantage of this option is that outreach could start sooner and in closer coordination with the implementation of Target 70 programs such as the new fee structure. Results may also be achieved sooner, closer to the target timeline of 70% diversion in 2010.

The main disadvantage of this option is that it may be logistically and financially difficult to hire, train and place this large number of new staff as soon as 2009, given considerations such as existing staff capacity to conduct recruitment and training as well as uncertainty around the new Solid Waste Management Services budget.

Option B: Staged rollout 2009-2010

In this option, 2 coordinators and 22 assistants would be brought on in 2009 and the additional 2 coordinators and 22 assistants would start in 2010, continuing through 2012.

While not likely to achieve city-wide results by end of 2010, the main advantage of this timeline is that it may be more achievable and effective in the current SWMS operational context.

This timeline may also coordinate reasonably well with the planned 18-month rollout of the green bin program in apartments and condos over 2009-10.

Option C: Staged rollout over 4 years (2009-2012)

In this option, 1 coordinator and approx 11 assistants would be hired each year from 2009 through 2012, totaling in 4 coordinators and 44 assistants in 2012.

The main advantage of this approach is that it is likely feasible to hire, train and place this number of staff on an annual basis.

The main disadvantage is that relatively little will likely be achieved in terms of city-wide waste diversion changes in the first years of the program, as staffing levels would likely be more appropriate to ‘pilot scale’ implementation.

3RWG Timeline Recommendation

We recommend option B, as the best compromise between desired results and operational considerations. We believe it is important to implement the program quickly, given the needs identified, however we also would like it to be implemented in a way that ensures its effectiveness and recognizes current operational realities as described by SWMS staff.

Sample year-by-year targets are given for this option that would ensure coverage of all (approx) 5100 multi-residential buildings in the City by 2012. Note that the ratio of staff to new Ambassadors/buildings is projected to decrease over time. This assumes greater efficiencies and increased Ambassador capacity and independence as the program develops. These assumptions would be subject to annual review.

Figure 3. Targets for Ambassadors program, 2009-2012

	2009	2010	2011	2012	TOTAL
Coordinators (1 per CC)	2	4	4	4	
Assistants (1 per ward)	22	44	44	44	
Buildings per ward (target)	12	24	36	48	120
Ambassadors per ward (3 per building)	36	72	108	144	360
Buildings city-wide (44 wards)	528	1056	1584	2112	5280
Ambassadors city-wide (3 per building)	1584	3168	4752	6336	15840
Buildings per staff	22	22	33	44	121
Ambassadors per staff	66	66	99	132	363

Launch year in detail – 2008-9

In the first 16 months of the program (Sept 2008 through December 2009), the key tasks will be to:

- recruit qualified and motivated staff into the Coordinator and Assistant positions
- develop Ambassadors communications materials and suggested activity plans
- recruit and train the first generation of multi-family Ambassadors.
- research and develop network software/database
- demonstrate success of the program in selected buildings (either by comparing before/after Ambassador activities, or by pairing Ambassador buildings with control).

The table below outlines proposed timelines for this period.

Figure 4. Year one Ambassadors program workplan (2008-9)

Task	Timeline	Who
- Program development - proposal and budget submission	Summer / Fall 2008	3RWG and staff
- Program development – Ambassadors training curriculum, toolkit and audit/measurement design	Fall 2008	3RWG and staff
- Hire Program Coordinators	Late Fall 2008	Staff + 3RWG members (TBD)
- Launch website.	Jan – March 1 2009	Coordinator and support staff (working with other staff, 3RWG)
- Coordinators meet with other outreach program staff (e.g, TEV, Live Green, PF&R, TGC) to discuss best practices and coordination.	Winter 2009	Coordinators
- Hire and train Program Assistants. Begin to recruit Ambassadors.	Feb - April 2009	Coordinator, support staff.
- Continue recruitment, train Ambassadors (in small groups). Conduct “before” surveys/audits to establish baseline. Ambassadors then organize and conduct outreach activities, with staff support.	April –October 2009	Ambassadors, support from program staff.
- Review and research tracking database/software.	Fall 2009	Coordinators
- Submit annual report and recommendations to 3RWG/ PW&I for review. Include recommendations specific to tracking software.	Dec 2009	Coordinators/ Program Manager
- Hire additional coordinators and program assistants.	Late fall 2009/early 2010.	Staff + 3RWG members (TBD)
- Ambassadors recruit next generation of buildings/Ambassadors (after 1 year activity). Conduct evaluation activities: ”after” surveys and audits.	January - March 2010	Ambassadors, support from program staff.
- Train next generation/level of Ambassadors.Purchase and build volunteer network tracking database as needed.	April 2010 -	Ambassadors, support from program staff. Coordinators, IT.
- First annual recognition and awards conference/ceremony. Presents 2009 results, recommendations.	Earth Day spring 2010	Coordinators, support staff.

2009 Budget (estimated)

A rough budget estimate for 2009 is given below. Note that this estimate was generated by the 3RWG without substantive staff input. We have requested this input and recommend that staff provide the 3RWG with detailed cost estimates for the various timeline options, over multiple years, so that program costs and options can be properly understood, see summary of recommendations #7.

Item No.	Description	Number/description	Estimated Cost
1	Coordinators - SW Outreach and Education Officers (2 full time resource)	2 FTE - [2 x \$60k]	\$ 120,000
2	Ward Assistants (22 people, part time)	22 x 0.5 FTE – [22 x \$30K]	\$ 660,000
3	Communications materials:	Ambassador toolkit, promotional materials, business cards/contact flyer, recruitment ads, posters, etc.	\$ 250,000
4	Annual conference; civil service volunteer recognition and awards, incentives or honoraria (could also be a contribution from building/property owner)	\$100 x 10 x 44 (10 Ambassadors per ward)	\$ 44,000
5	Audits and surveys for diversion rates (part-time/students)	\$120 x7 x 2 x 44 [Two canvassers @ \$10/hr. for 1 wk. twice a yr. per ward]	\$ 73,920
6	Staff transportation and accommodation.	Metropass, vehicle, office space, etc. Note: Program staff should be distributed around the City, rather than all placed downtown, so that their service can be local, efficient, and community-knowledgeable. Possible locations could include home offices, Councilors' ward offices, Civic Centres or other City facilities.	\$ 100,000
	TOTAL		\$ 1,247,920

Outcomes and Measures of Success

The desired outcomes of this program are **increases in the City's waste diversion rates**, especially in multi-residential buildings, and **a high level of citizen knowledge of the City's waste reduction and diversion programs**.

Therefore, there are two key measurements of success for the 3Rs Ambassadors program:

- (1) Citizen knowledge and attitudes about the City's waste reduction and diversion programs.
- (2) Waste diversion rates.

Specific measurement tools, such as citizen surveys and Ambassador building audits, will need to be designed and administered both before and after Ambassadors activities. Incentives for volunteering will need to be looked at as well to help engage and ensure building managers are aware of their presence at helping them reduce their garbage. In the longer term, city-wide diversion rates may also be a measurement of the program's success, in combination with the many other Target 70 initiatives.

Specific measurement tools are not included in this proposal, but will be developed prior to full-scale implementation of the program.

Summary of Recommendations – Approved by 3RWG September 25, 2008

1. Start Ambassadors Program as soon as possible.
2. Allocate Resources in SWMS 2009 operational budget to cover staffing/timeline “Option B” - hiring of 2 Program Coordinators and 22 Program Assistants in 2009.
3. SWMS Staff provide 3RWG with detailed budget estimates and projections for fiscal years 2009-2012, for various timeline options (A, B, and C).
4. 3RWG and Staff continue to work together as per the roles and responsibilities outlined in 3RWG Terms of Reference to develop Ambassadors training curriculum, outreach & recruitment materials, program activities as well as design measurements of success of the Program.
5. Ambassadors Program be implemented according to the proposed 2009 workplan shown in the proposal.
6. The 3Rs Ambassadors Program be funded and operated for a minimum of 4 years (2009-2012) to reach full capacity and effectiveness.
7. 3RWG have input into the hiring of Program Coordinators and Assistants

References and Resources

Reports

Bowman, C., S. Brooks, J. Harrison, D. Murray, D. Nicholson, A. O'Rourke, and D.Srinivasan. 2006. Talking Trash: Options for Increasing Toronto's Waste Diversion Rate. Available at:
http://www.toronto.ca/garbage/ceat/pdf/talking_trash_report_2.pdf

City of Barrie. July 2000. Report on Master Recycler: A Multi-Family Recycling Initiative (Draft Report on Phase I).

Metro Works. 1997. Enhanced Diversion from Apartments. Available from SWMS staff Matthew Green.

Presentations

Talking Trash – presentation to CEAT January 2007 (and PW&I February 2007)
http://www.toronto.ca/garbage/ceat/pdf/talking_trash_presentation.pdf
<http://www.toronto.ca/legdocs/mmis/2007/pw/agendas/2007-02-14-pw03-ar.pdf>

TGC Apartment Greening Pilot - presentation to 3Rs Working Group in July 2008 at:
http://www.toronto.ca/garbage/3rwg/pdf/meetings/2008-07-10_ueta.pdf

Websites

3Rs Working Group www.toronto.ca/3rwg

Live Green Toronto <http://www.toronto.ca/livegreen/>

Parks, Forestry and Recreation Waste Diversion program
<http://www.toronto.ca/parks/wastediversion/index.htm>

Toronto Environmental Volunteers <http://www.toronto.ca/wes/techservices/involved/outreach/tev/index.htm>

Toronto Green Community Apartment Greening Project
http://torontogreen.ca/index.php?option=com_content&task=view&id=61&Itemid=96

Appendices – to be developed

3Rs Ambassadors training curriculum and toolkit

3Rs Ambassadors outcome measurement design