

RESEARCH REPORT



Development of Community-Based Social Marketing Approaches for Achieving Sustainability



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Development of Community-Based Social Marketing Approaches for Achieving Sustainability

Final Report

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1. RÉSUMÉ

Outre l'innovation technologique, le mouvement vers un avenir écologique obligera également les Canadiens à modifier leurs attitudes personnelles et leurs comportements. Par ailleurs, bien qu'une vaste gamme de programmes aient réussi à modifier les attitudes à l'égard de l'environnement, peu de programmes ont réussi à modifier les comportements connexes. En conséquence, malgré l'engagement des Canadiens en matière d'environnement, nous manifestons de la lenteur à adopter un mode de vie écologique et à faire usage de produits et services connexes. De plus, l'étendue des connaissances visant les moyens de promouvoir les comportements de conservation est peu développé à ce stade-ci, sans compter qu'il existe peu de modèles pouvant servir d'inspiration aux planificateurs de programmes et aux agents de mise en application.

La présente recherche vise par conséquent à aider à surmonter ces obstacles. Elle avait pour objectifs :

de faire progresser la compréhension des moyens d'élaborer et de mettre en application des démarches de marketing social d'initiative communautaire de façon à susciter un changement de comportement et à maintenir l'orientation;

de diffuser rapidement cette compréhension aux planificateurs de programme courants et éventuels de même qu'aux agents de mise en application de tout le Canada, grâce à la rédaction d'un guide pratique et à la présentation de cinq séances de formation (y compris une formation des formateurs) dans l'ensemble du pays.

Travaux entrepris

Dans le but de poursuivre les objectifs énoncés précédemment, les travaux suivants ont été entrepris :

le projet construit d'après un cadre théorique établi à l'origine à partir de documentation spécialisée;

la recherche primaire a été menée de concert avec dix sites canadiens;

quinze autres études de cas menées dans toute l'Amérique du Nord ont été choisies pour les besoins de la recherche secondaire;

les résultats ont été synthétisés dans un guide et un atelier, qui ont été testés au sein du marché, soumis à l'examen des pairs, produits et présentés;

des partenariats ont été formés avec les principaux intervenants du Canada, y compris des organismes communautaires et environnementaux, des entreprises et tous les paliers de gouvernement.

Budget

Le budget de tout le projet se chiffre à 150 441 \$, dont 43 % provient d'Environnement Canada (EIP), 35 % du gouvernement de l'Ontario (MOEE), 7 % de la Société canadienne d'hypothèques et de logement, 12 % des entreprises commanditaires et 3 % des participants aux ateliers.

Résultats

L'ensemble des connaissances acquises au cours de cette recherche qui a porté sur deux ans est résumé dans le guide pertinent et noté brièvement dans les pages suivantes. Le guide de 250 pages comporte trois sections avec des renvois :

un guide de planification de 32 pages, accompagné d'instructions étape par étape, d'exemples et d'une section réservée à la planification du programme;

une section traitant des «outils du changement» et des chapitres sur chacun des 15 outils recommandés. Comme pour le guide de planification, chaque chapitre contient des instructions étape par étape, des exemples en abondance, et une section réservée au lecteur pour lui permettre de projet son propre programme;

une section faisant état de 25 études de cas, indiquant les étapes du processus de planification recommandé, l'utilisation des outils du changement, et les résultats obtenus.

Le guide a reçu un accueil enthousiaste. Nous nous attendons à ajouter ultérieurement d'autres études de cas et à réviser le guide de planification et les sections énonçant les outils en conséquence. De cette façon, le guide servira de document périodiquement actualisé qui permettra aux organisateurs de programme d'apprendre l'un de l'autre.

Les démarches recommandées dans le guide sont facilement transposables et peuvent comporter des incitatifs financiers plutôt intéressants. Le rapport livre des exemples de trois études de cas assorties de rendement s'échelonnant de 21 à 500 % et de périodes de récupération allant d'un mois à quatre ans.

Recommandations et orientations futures

1. Le *Guide de planification* propose un processus de planification favorisant des comportements écologiques spécifiques. Notre principale recommandation vise à inciter les planificateurs de programme à suivre ce processus de planification.
2. Le guide souligne également nos conseils concernant des *outils du changement* précis, comment et quand en faire usage. Il est recommandé que les planificateurs de programme emploient différents outils synergiques par souci d'efficacité optimale.
3. Ces renseignements devraient être largement diffusés aux municipalités et aux groupes environnementaux de tout le Canada.

4. D'autres études de cas devront être ajoutées au guide, et les sections traitant de la planification et outils revues en conséquence.
5. Le guide doit être promu à titre de cadre de travail et de véhicule pour aider les organismes à partager leurs expériences respectives, à apprendre l'un de l'autre et à franchir la courbe d'apprentissage le plus rapidement possible en vue d'atteindre la durabilité. C'est une occasion de portée nationale et internationale.



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1. Executive Summary

In addition to technological innovation, the movement to a sustainable future will also require changes in the individual attitudes and behaviours of Canadians. However, while a wide variety of programs have been effective at shifting environmental attitudes, few programs have had much success at shifting related behaviours. Correspondingly, despite the environmental commitment of Canadians, we are proving to be slow in adopting sustainable lifestyles and in using related products and services. Furthermore, the body of knowledge regarding how to promote conserver behaviours is poorly developed at this time, and there are few models for program planners and implementers to work with.

This project was therefore designed to help overcome these obstacles. It's objectives were:

- to advance understanding of how to develop and implement community-based social marketing approaches for bringing about and maintaining conserver behaviours, and
- to rapidly disseminate this understanding to current and potential program planners and implementers across Canada, by means of a "hands on" workbook and five training sessions (including a "train the trainer" component) presented across the country.

Work Undertaken

In order to accomplish the objectives listed above, the following work was undertaken:

- the project built on a theoretical framework originally developed from the academic literature,
- primary research was conducted with ten Canadian sites,
- fifteen additional case studies from across North America were selected for secondary research,
- the results were synthesized into a workbook and workshop, which were market tested, peer reviewed, produced and delivered, and
- partnerships were developed with key stakeholders across Canada, including community and environmental organizations, businesses, and all levels of government.

Budget

The entire project budget came to \$150,441 of which 43% was contributed by Environment Canada (EIP), 35% by the Ontario Government (MOEE), 7% by Canada Mortgage and Housing Corporation, 12% by corporate sponsors, and 3% by workshop participants.

Results

The body of knowledge resulting from this two year project is summarized in the project workbook, and briefly noted in the following pages. The 250 page workbook consists of three cross-referenced sections:

- a 32 page planning guide with step-by-step instructions, examples, and space designed for program planning,
- a section on “tools of change” with chapters on each of 15 recommended tools. As with the planning guide, each chapter contains step-by-step instructions, plenty of examples, and workspace for the reader to plan his or her program, and
- a section with 25 case studies illustrating the steps in the recommended planning process, use of the tools of change, and the results achieved.

The workbook has been enthusiastically received. We expect to add additional case studies in the future and revise the planning guide and tools sections accordingly. In this way the workbook will serve as a living document that will help program organizers to learn from one another.

The approaches recommended in the workbook are readily transferable and can be quite attractive financially. This report gives examples of three case studies with returns on investment (ROI) ranging from 21% to 500% and payback periods from one month to four years.

Recommendations and Future Directions

1. The workbook’s *Planning Guide* outlines a suggested planning process for promoting specific “green” behaviours. Our primary recommendation is that program planners be encouraged to follow that planning process.
2. The guide also outlines our advice regarding specific *tools of change*, and how and when to use them. It is recommended that program planners use a variety of synergistic tools for maximum effectiveness.
3. This information should be made widely available to municipalities and environmental groups across Canada.
4. Additional case studies should be added to the workbook, and the planning and tools sections should be refined accordingly.
5. The workbook should be promoted as both a framework and a vehicle for helping organizations share their program experiences, learn from one another, and climb the learning curve together more quickly towards sustainability. This is an opportunity of national and international scope.

2. Project Objectives

Background

In addition to technological innovation, the movement to a sustainable future will also require changes in the individual attitudes and behaviours of Canadians. However, while a wide variety of programs have been effective at shifting environmental attitudes, few programs have had much success at shifting related behaviours. Correspondingly, despite the environmental commitment of Canadians, we are proving to be slow in adopting sustainable lifestyles and in using related products and services. Furthermore, the body of knowledge regarding how to promote conserver behaviours is poorly developed at this time, and there are few models for program planners and implementers to work with.

Objectives

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3. Introduction to Community-Based Social Marketing

A sustainable community is in large part the result of the actions of each of its members. When members of a community use resources wisely, for example by recycling or taking mass transit, the community moves toward sustainability. To promote sustainability, then, it is essential to have a firm grasp of how to encourage individuals to adopt lifestyles that are resource efficient.

Increasingly, those who develop and deliver programs to promote sustainability are turning to community-based social marketing for assistance. Community-based social marketing emphasizes direct contact among community members and the removal of structural barriers, since research suggests that such approaches are often most likely to bring about behaviour change.

Community-based social marketing also utilizes a set of “tools” which have been identified as being particularly effective in fostering such change. While each of these tools on its own is capable of promoting sustainable behaviour under the right conditions, the tools are most effective when used together.

Community-based social marketing is pragmatic. It involves:

1. identifying the barriers to a behaviour,
2. developing and piloting a program to overcome these barriers,
3. implementing the program across a community, and
4. evaluating the effectiveness of the program.

To effectively promote sustainable lifestyles, it is essential first to identify the barriers to a sustainable activity such as composting. Community-based social marketers begin by conducting research that helps them to identify these barriers. This research often uncovers multiple barriers quite specific to the activity being promoted.

Once the barriers have been identified, community-based social marketers develop a program that addresses each of the them. As mentioned above, personal contact, the removal of structural barriers, and the use of proven *tools of change* are emphasized.

To ensure that the program will be successful, it is piloted in a small segment of the community and refined until it is effective. The program is then implemented throughout the community and procedures are put in place to monitor its effectiveness on an ongoing basis.

The steps that comprise community-based social marketing are simple, but effective. When barriers are identified and appropriate programs are designed to address these barriers, the frequent result is that individuals adopt more sustainable lifestyles, which is the cornerstone of a sustainable community.

4. Work Undertaken

In order to accomplish the objectives listed above, the following work was undertaken:

4.1 Learning From the Academic Literature (Secondary Research)

This project has built on the community-based social marketing framework that was developed by Doug McKenzie-Mohr, a member of this project team. This framework provides a number of social marketing approaches supported by the academic literature. For further detail on this framework, please see the workbook's appendix - "Promoting a Sustainable Future: An Introduction to Community-Based Social Marketing".

4.2 Learning From Other Programs (Secondary Research)

On the basis of a literature search and expert interviews, fifty programs from across North America were identified as providing good illustrations of effective community-based social marketing. These were contacted for further information.

Fifteen programs, which had adequate evaluation data available and were willing to be included in the study, were selected to be case studies. These are:

- BC21 PowerSmart (BC)
- Claremont (USA)
- Earth-Works (ON)
- Get in the Loop–Buy Recycled (USA)
- Global Action Plan (international)
- Go Boulder (USA)
- Great Strathcona Exchange (AB)
- Guelph 2000 (ON)
- In Concert with the Environment (USA)
- Iowa City (USA)
- Jasper Energy Efficiency Project (AB)
- Pacific Gas and Electric (USA)
- Quinte Regional Recycling (ON)
- ReCAP (ON)
- Zehr's (ON)

Further information on each can be found in the case studies section of the workbook.

4.3 Primary Research

Our approach to primary research was to work with organizations who were already running programs with strong community-based social marketing elements, or who were setting out to do so. We “seeded” promising approaches in three main ways:

- by training Green Community staff in social marketing techniques - this training was funded by the Ontario Ministry of Environment and Energy (MOEE, one of this project’s sponsors) through its Green Communities Initiative,
- by providing others with workshops and talks on the techniques, and
- by organizing two multi-stakeholder planning sessions on community-based social marketing.

Half way through the project, the MOEE cut its funding for the Green Community Initiative and many promising research sites had to turn their attention to more immediate survival priorities. We therefore widened our search to other programs across Canada that might be willing to participate in our research.

Ten organizations / programs agreed to apply and test selected social marketing approaches:

- Be Water Wise (Clean Nova Scotia Foundation, NS)
- Bike Smarts (Lochside Elementary School, BC)
- Clean Air Commute (Pollution Probe, ON)
- Environment Network (ON)
- Norway Public School Litterless Lunch (ON)
- Peterborough Green-Up (ON)
- Sheffield Mills (NS)
- The Toxic Challenge (Toronto Environment Alliance, ON))
- We’re Toxic Free (Town of Peterborough, ON)
- Whitney Public School (ON)

Our involvement in each project varied. At one end of the spectrum we were responsible for initiating the interventions being tested, as with Pollution Probe’s Clean Air Commute. In other situations, ideas that we had seeded were adopted by community organizers, as with the starter kits being tested by Peterborough Green Up and Collingwood’s Environment Network.

In yet other instances, we found sites that were already planning on conducting interventions, and worked with them on design and evaluation. Two examples of such sites are the City of Peterborough and the Clean Nova Scotia Foundation. Finally, we also worked with some school-related interventions that had already taken place, in order to measure their impact on the children’s families. Similarly, we conducted a two year

follow-up survey to measure the success of the Toronto Environmental Alliance's Toxic Challenge on long term behaviour change.

More detail on the primary research is available in the relevant case studies in the workbook. Additional information on project background, survey tools, raw data, and data summaries are available from the authors.

4.4 Market Testing and Peer Reviewing the Workbook and Workshop

Early drafts of the workbook and workshop agenda were circulated for review by an advisory committee of forty stakeholders across Canada. A penultimate draft was also reviewed by the more active members of that committee. In addition, the first two of the five workshops were used to obtain additional suggestions. The comments received were invaluable in making improvements and ensuring that the project deliverables met the needs of their intended audience.

4.5 Workbook

In order to make the project findings as helpful and easy to use as possible, they have been presented in a workbook format. The 250 page workbook consists of three cross-referenced sections:

- a 32 page planning guide with step-by-step instructions, examples, and space designed for program planning,
- a section on “tools of change” with chapters on each of 15 recommended tools. As with the planning guide, each chapter contains step-by-step instructions, plenty of examples, and work space for the reader to plan his or her program, and
- a section with 25 case studies illustrating the steps in the recommended planning process, use of the tools of change, and the results achieved.

The workbook has been enthusiastically received. We expect to add additional case studies in the future and revise the planning guide and tools sections accordingly. In this way the workbook will serve as a living document that will help program organizers to learn from one another.

The body of knowledge resulting from this two year project is summarized in the workbook. Please refer to the workbook for details.

4.6 Workshops

One of the central thrusts of community-based social marketing is a focus on personal contact, since research has shown that such approaches are often most likely to bring about behaviour change. Information on its own often has little effect. We therefore decided early on in the project to substitute workshops across the country in place of a video that had originally been proposed. In order to generate local investment and 'ownership' behind the workbook and workshops we required local environmental, recreation and/or active living groups to step forward to host and promote each of the five workshops.

The following chart summarizes details of the five workshops.

Date	City	Host
December 2, 1996	Halifax	Clean Nova Scotia Foundation with support from the Nova Scotia Government
December 6, 1996	Edmonton	Recycling Council of Alberta
February 24, 1997	Ottawa	Regional Municipality of Ottawa-Carleton
February 26, 1997	Toronto	Recycling Council of Ontario
February 28, 1997	Vancouver	Greater Vancouver Regional District in partnership with the BC Ministry of the Environment

Each workshop included a train-the-trainer component to encourage and help prepare participants to coach others in using the approaches learned.

4.7 Partnership Development

The success of this project is a function of partnerships developed with a wide range of stakeholders across Canada. These organizations include community and environmental groups, businesses, and all levels of government. Each partner has contributed something of value to the project - whether funding, expertise, program implementation and testing, critical review of drafts of the workbook and workshop schedule, and/or organization and promotion of the workshops and workbook.

A great deal of project time was spent developing and managing these partnerships. This involved contacting potential partners, assessing their needs and abilities to contribute, organizing two multi-stakeholder planning sessions, working with organizations interested in and/or actually participating in the primary research, identifying and liaising with those who served as case studies for the secondary research, keeping all partners up to date on project progress, and providing them with drafts for review.

The involvement of these partners has added greatly to the quality and relevance of the project's findings, has helped develop 'ownership' in its results, and thereby has helped ensure that the resulting body of information will be rapidly disseminated and put into practice.

4.8 Other Work

Additional work was carried out to fulfill contact requirements and/or facilitate the above work, particularly during the project's first year when our contract with the Ministry of Environment and Energy required that considerable time be spent working with individual Green Communities and the Green Community Association. For further details please refer to the project's quarterly reports.

5. Budget Summary

The following chart summarizes the sources and uses of project funds:

REVENUES

Environment Canada (EIP)	65,000.00	43%
Ontario Government (MOEE)	52,245.00	35%
Canada Mortgage and Housing Corporation	10,000.00	07%
Corporate sponsors	18,500.00	12%
Workshop revenues	<u>4,696.50</u>	<u>03%</u>
TOTAL	150,441.50	100%

EXPENDITURES

Consulting fees	108,586.67	72%
Travel and Communications	9,324.10	06%
Communication Tools	3,020.00	02%
Writers (workbook case studies)	5,591.55	04%
Surveys	3,843.97	03%
Desktop publishing	7,333.92	05%
Administration	11,230.55	07%
Other Workshop Expenses	<u>1,510.74</u>	<u>01%</u>
TOTAL	150,441.50	100%

6. Results

6.1 Overview

The following observations emerged from our research:

Selecting Tools of Change

Most community programs have been relying primarily on the use of mass media to change attitudes and awareness, in order to enhance the propensity that individuals will alter their behaviour. This approach has often proven ineffective, particularly when there are significant barriers to adopting the behaviours being promoted. In such circumstances the use of additional tools is advised, particularly those that remove structural barriers and that involve personal contact between community members.

A range of such *tools of change* are available for promoting environmental citizenship. The effectiveness and transferability of the following approaches have been demonstrated through academic research and successful program implementations:

- Building Motivation over Time
- Feedback
- Financial Incentives & Disincentives
- Home Visits
- Norm Appeals
- Neighbourhood Coaches/Block Leaders
- Obtaining a Commitment
- Overcoming Specific Barriers
- Prompts
- Peer Support Groups
- School Programs that Involve the Family
- Vivid, Personalized Communication
- Word-of-mouth
- Work Programs that Influence the Home

For each of these tools, the project workbook contains a description, advice on when the tool will be most effective, step-by-step implementation instructions, and case studies illustrating its use.

Of the various programs that we reviewed from across Canada and the USA, the more successful ones tended to use a variety of these tools synergistically, and to involve a variety of community partners.

Barriers and Motivators

Few of the community programs we contacted had conducted sufficient research to adequately identify the key barriers and motivators to the behaviours being promoted. This has likely contributed to the ineffectiveness of many such programs. It appears that such barriers and motivators are often quite specific to a given behaviour (for example, concern over odours is often a barrier to composting but rarely an impediment to recycling). The workbook contains step-by-step instructions for identifying these barriers and motivators cost-effectively, with suggested “short cuts” for programs with limited resources.

Evaluation

Most organizations that we contacted had not measured the effectiveness of their programs in terms of actual behaviour change or change in resource use. Such evaluations are critical to understanding the effectiveness of program approaches, making ongoing improvements, justifying support, and helping programs to learn from one another’s experiences. Rather, it appears that many programs evaluate their success based on the number of people contacted or otherwise involved in the programs. The workbook explains the importance of outcome-based evaluation tied to measurable program objectives, including the use of pilots and controls. Step-by-step instructions are provided for evaluating programs.

Cost-effectiveness of Community-Based Social Marketing Approaches

One of the reasons why so many people rely almost exclusively on the mass media is that they provide a cost-effective method of reaching a large number of people. However the cost-effectiveness of a program must be based on the resulting impact, not just the number of contacts made. With the exception of a few studies that are still ongoing, all of the case studies in the workbook describe the costs involved and results achieved. Where sufficient information was available, a return on investment

(ROI) and payback period were calculated. While some of the projects were not able to show significant results, others were quite attractive financially. The following are three examples:

Case Study	Topic Area	ROI	Payback
Earth Works (EW)	composting	21% over ten years	four years
JEEP (JE)	energy efficiency	95% over five years	one year
Water Smart (WS)	water efficiency	500% each year	one month

6.2 Primary research

School programs that involve the family

While some school programs require students to collect data from home, few involve other members of the children’s families. The workbook summarizes the research conducted on three school programs that did involve students’ families - Bike Smarts (BS), Norway Public School (NP) and Whitney Public School (WH).

As a result of the **BikeSmarts** program, most of the participating parents allowed their children to bike to school more often, 4 of the 16 parents reported cycling at least 20% more than they used to, and 2 of the 16 parents cycled 40 to 50% more. All of the parents reported that their children’s motivation for cycling had increased since participating in the program.

On average, parents participating in **Norway Public School’s** litterless lunch program reported a 60% reduction in the amount of packaging used in their children’s lunches. They reported similar reductions in the amounts of “wraps and foils” used at home, and an overall reduction of about 40% in the packaging of food and products that they purchased. The parents also reported an average increase of about 40% in the amount of material put into the Blue Box for recycling, and of about 40% in the amount of material composted

One quarter of the families participating in **Whitney Public School’s** “green homework” program made changes in their recycling habits to include new recyclable products as a result of the assignment. Of these families, 20% indicated that they had increased by 21% to 40% the amount of material being recycled. A further 4% increased the amount of materials they recycled by over 40%. Half of the families stated that the assignment increased their awareness of which materials could be placed in the Blue Box, while the other half reported they were already recycling the new materials.

Based on these three studies, such school approaches can be considered potentially cost-effective and easily transferable to other topics and school settings. The workbook provides step-by-step instructions for such programs.

Work programs that influence the home

The workbook describes the research conducted in conjunction with Pollution Probe's **Clean Air Commute (CA)** on a work program to promote alternative transportation methods. This study demonstrates how the use of public commitment, appeals to group norms, and building motivation over time can be effectively used in the work setting.

According to self reported data, pilot participants took public transit four times as often, bicycled five times as often, and walked or ran to work seven times as often, compared with a control group. Interestingly, these changes carried over to co-workers but not to the control group (illustrating the impact of the norm appeals used).

While this pilot study required substantial preparation and liaison time from Pollution Probe, it is likely that a more cost-effective approach could be developed with some minor adjustments. On this basis, such workplace programs can be considered potentially cost-effective and easily transferable to other topics and work settings. Additional work programs need to be investigated in order to develop reliable recommendations for using this approach. Therefore the workbook provides preliminary suggestions only.

Home Visits

Six home visit research projects were undertaken. Of these, two are still in progress and have not yielded significant results to date - **Be Water Wise (BW)** and **Sheffield Mills (SM)**. The later is expected to eventually yield valuable insights into the neighbourhood coach approach as well. The remaining four home visit projects are: The Environment Network (EN), Peterborough Green-Up (GU), The Toxic Challenge (TC), and We're Toxic Free (TF).

The Environment Network: According to self-reported data, residents who received a ten minute home visit and a leave-behind kit with samples of alternative products were significantly more likely than control group participants to have used and to continue purchasing organic lawn care and pest control alternatives. They were also less likely to have used and to continue purchasing herbicides and synthetic chemical fertilizers, disposable batteries, and chlorine or ammonia-based cleaners. There was

no difference in reported use of other products, such as chlorine bleach and drain cleaners. In addition to these results, data from other home visits conducted by the Environment Network indicate that participating households reduced energy and water consumption by about one third.

Peterborough Green-Up: Home visit participants who received information on sustainable landscaping and a 15% discount coupon for buying related materials were not significantly more likely to purchase these materials than were the control group participants who received just the home visit. In addition to these results, data from other home visits conducted by Peterborough Green Up indicate that participating households reduced their annual natural gas consumption by 7.2% and spent an average of \$1,000 on related home improvements.

The Toxic Challenge: In 1993 and 1994 the Toronto Environment Alliance conducted short home visits during which they asked residents for a commitment to eliminate or reduce their use of toxics. The short term results were impressive. Based on self-reported data there was an average 18% drop between past and intended use of toxics, and 73% of those who tried alternatives did not intend to return to using the toxic counterparts. However, two years later with no further promotional efforts, the gains made by the program appear to have diminished dramatically. Those who had received the home visits were not significantly different than the control group in terms of purchasing the targeted toxics. Furthermore, four out of every ten households who had agreed to make changes did not remember having made the agreement.

We're Toxic Free: Relative to the control group, few effects were found from these home visits on the purchase and disposal of lawn care, laundry and cleaning products. However, those visited were eight times more likely to have disposed of their lawn care products at the HHW depot. This may illustrate a synergy between the pilot program and the promotional campaign for the city's HHW depot. Those visited also claimed to be more likely to switch to a toxic-free laundry or cleaning alternative, and had significantly more positive attitudes towards alternative cleaning products.

These studies, and data collected from the secondary research case studies, suggest the following observations.

Home visits can have a marked effect on one time actions, such as the installation of water- and energy-efficiency devices. The impact of home visits on ongoing behaviours can be significant, however a variety of other tools are usually required and the relevant barriers must be suitably addressed. Further, unless techniques are used to ensure that motivation is maintained or built over time, any gains made may well erode.

The home visit approach can be considered adaptable and readily transferable. Such visits can be cost-effective if the right balance can be achieved between advertising, booking, and visit costs on the one hand, and resulting savings, economic spin-offs, and revenue generation on the other.

7. Recommendations and Future Directions

1. The workbook's *Planning Guide* outlines a suggested planning process for promoting specific "green" behaviours. Our primary recommendation is that program planners be encouraged to follow that planning process, which involves:
 - setting measurable objectives, and ensuring that these focus on actions taken and/or changes in resource use,
 - developing partners,
 - getting informed, particularly about key barriers and motivators,
 - targeting the audience,
 - choosing a range of synergistic *tools of change*,
 - financing the program, and
 - measuring achievements - with proper use of pilot studies and control groups.
2. The guide also outlines recommended *tools of change*, and how and when to use them. Program planners are advised to use a variety of synergistic tools for maximum effectiveness.
3. This information should be made widely available to municipalities and environmental groups across Canada, through the workbook and associated workshops.
4. Additional case studies should be added to the workbook, and the planning and tools sections should be refined accordingly.
5. The workbook should be promoted as both a framework and a vehicle for helping organizations share their program experiences, learn from one another, and climb the learning curve together more quickly towards sustainability. This is an opportunity of national and international scope.