



ICLEI Resource Guide

Outreach and Communications

January 2009

Generously Funded by the Kendall Foundation as a Product of the New England Cities Project

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INTRODUCTION

Climate change is one of the most important societal issues currently facing the world. While at a national level the United States is just beginning to consider formal action on the issue, history has shown that local government leaders are serious about finding solutions and taking positive steps to combat climate change. In fact, as of mid-2008, over 470 local government leaders have committed to climate protection and to taking the necessary actions to reduce their energy consumption and associated greenhouse gas emissions by joining ICLEI – Local Governments for Sustainability.

As part of their climate protection efforts, local governments generally implement a range of emissions reduction measures, leading to lower energy use and reduced energy costs. However, local government action has symbolic value that extends beyond the magnitude of emissions reduced. Government action demonstrates the savings potential, ease of implementation, and social value of energy saving measures to the community at-large. When awareness of the issue is raised via targeted and well-publicized efforts, the experience gained by the local government can inform and inspire individual action, leading to substantial community-wide reductions in energy use and greenhouse gas emissions. Unfortunately, few comprehensive resources exist to assist local governments in communicating and reaching out to their communities on this complex issue. And, without effective engagement of the community, it is unlikely that local governments will be able to reach their climate protection goals.

Recognizing this need, ICLEI has created the ICLEI Outreach and Communications Guide:

WHO – This guide is intended as a resource for local governments interested in engaging community members in their climate protection efforts.

WHY - Surveys, polls, and letters to the editor let us know that the U.S. public believes that global climate change is a problem that must be addressed. Additionally, the magnitude of climate change requires action from both local governments and their communities, meaning that we can no longer delay in engaging, motivating, and inspiring citizens.

WHAT -The ICLEI Outreach and Communications Guide brings together important information on how to utilize effective communication avenues to reach out to predetermined target audiences, and highlights some of the best local government communication practices from across the nation. Given that communications are greatly affected by the cultural context, this Guide does not provide universal conclusions; rather, it shares good practices and provides inspiration for future communications and outreach efforts.

HOW - Use the ICLEI Outreach and Communications Guide to create successful community outreach campaigns, reach out to local media, host climate action events, and develop materials that reflect local circumstances and inspire local climate action. Additionally, this Guide is a living document, so users are encouraged to share best practices via ICLEI’s interactive website which will help contribute to the evolution of this Guide.

ICLEI recognizes that public engagement is critical to the success of climate protection efforts. This guidebook is intended to discuss how local governments can inform and inspire their citizenry to take action on climate change. The following pages represent phase 1 of the ICLEI Outreach and Communications Guidebook. Phase 2 will include guidance on how local governments can effectively engage their citizenry in climate protection efforts, such as the creation of a community-wide climate action plan. Once developed, these resources will be added to this on-line guidebook.

Section Overviews

Section I: Communications Overview provides a summary of communications strategies and climate-specific communication approaches.

Section II: Identifying and Reaching Your Target Audience explores communication strategies that are appropriate for specific audiences, highlighting effective strategies that have been successfully employed in the ICLEI network.

Section III: Options for Communicating Climate Change focuses on the various communications tools in existence and highlights different communications avenues that can be utilized in outreach to your community.

Section IV: Summary provides an overview of the material presented within the Guide, with a ‘tools to effective communications’ check-list.

Appendix I: Resources provides further information on local government websites and outreach materials.

I want to...	Go to
Learn about different communication tools	Section III
Get ideas for putting a communications campaign together	Section I
Get tips on building capacity for communications	Section I and Section III
Learn from others’ experience in producing campaigns	Section II and Section III have “Best Practices” boxes that give case studies and detailed examples of local government outreach campaigns.
Start putting ideas into practice	Section I and Section III
Increase my understanding of climate change communications	Section I
General Communications Information	Section I
Share our experience with others	ICLEI Website

ICLEI would like to recognize the 10 communities who participated in the New England Cities Project and helped to make this Guidebook possible: Amherst, MA; Boston, MA; Burlington, VT; Fairfield, CT; Montpelier, VT; Nashua, NH; Portland, ME; Providence, RI; Stamford, CT; and Worcester, MA. Topics discussed within the Guide represent areas of interest for the ten participating communities.

Section I

COMMUNICATIONS OVERVIEW

Communications is the tool by which we share stories, experiences, and build relationships. When used effectively, communication provides an opportunity for local governments to raise public awareness, gain support, engage community members, promote successes, deliver calls for action, and inspire behavioral change. However, when used in the wrong context, either by using an inappropriate message for an audience or by using the wrong tone, or when not used at all, communication, or lack thereof, can discourage, turn off, or lead to apathy.

Fortunately, through experience and observation, a number of successful messaging practices have been identified. This section explores a number of these strategies with a focus on communication and messaging practices that are most applicable to climate protection outreach.

General Communications Strategies

To communicate effectively about any issue you need to carefully answer the following questions:

- What is your message?
- Who is the target audience for your message?
- What does your audience know and think now?
- What you would like them to know, think, and do? If you want your audience to take action, what action are you asking them to take? If your message focuses on taking action, you should also ask:
 - ⇒ What are the perceived barriers that prevent the target audience from taking action?
 - ⇒ What are the perceived benefits they would receive if they changed their behavior?
 - ⇒ Why is it in the best interest of the target audience to take action?
 - ⇒ How can the barriers be lowered and the benefits increased?
 - ⇒ What is the target audience doing instead of the preferred action? What are the benefits they feel that they would be giving up?
- How you can get your message across to your audience? (Both the medium by which you present the message and the messenger who will be delivering the message)

Another way to think about communications, from an issues advocacy lens, is to ask these three questions:

1. How do we get people to think about our issues?
2. How do we get them to think about our issues in such a way that they want to solve them through public policies as well as individual actions?
3. How do we get them to think about issues in such a way that they want to solve them through the specific policies and actions we support?

Responses to the aforementioned questions will help determine the most appropriate direction for your messaging campaign.

Communications Rules of Thumb

Below are some staples of communications practices that should be followed any time you conduct an outreach campaign (in no particular order)¹:

- **Remember The Big Picture.** Make connections, demonstrate long-term thinking, and blow myths.
- **Be Technically Correct.** Be trustworthy, provide transparency, and give real facts.
- **Be Cool.** Be sexy, mainstream, non-patronizing, and brave – stand out!
- **Create A Sense of Belonging.** Tie messaging to a massive movement for worldwide change.
- **Only Stories Work.** Empathy and emotions are powerful, use stories to hold people’s attention.
- **Optimism.** Frame climate protection and sustainable development as achievable, and avoid too much guilt.
- **Glory Button.** Celebrate accomplishments and highlight success stories.
- **Change Is For All.** Break stereotypes, use inclusive language and images, push mass ownership.
- **We Need More Heroes.** .Introduce icons to emulate – ‘be like me’
- **Personal Circle.** Relate big ideas to everyday life, give your audience a familiar context.

Additional Communications Tips

- **Create simple, concise messages.**
- **Vary your medium and the style of your message depending on your audience.** For example, spoken presentations should be presented in a different style than press releases.
- **If you use humor, remember that sarcasm does not translate in print.**
- **Make sure you deliver your message in a timely manner.** Always be on the lookout for stories that are making news and how you can tie your messages to them.
- **Know your budget.** If you don’t have money for paid communications, there are plenty of options for “earned media” – getting your message into publications for free.
- **Find out what your audience thinks.** Did your message reach them, resonate with them, and make a difference? Surveys and focus groups are great way to obtain this information, which is useful for both current and future work.
- **Choose the right channel.** Make sure your communication avenue – TV, print, radio, online -- matches your message and is the most appropriate channel for reaching your target audience.
- **Create a consistent visual identity** to tie together all of your messaging campaigns (e.g. logo, coloring scheme, etc.).
- **Empower your audience** with the tools to find out more and take action.

Identify Communication Objectives

As you begin composing your communications campaign, you need to identify your ultimate objective. Most communications campaigns have one or all of the following three objectives:

1. **Raise awareness.** Improve people’s knowledge of an issue or create new knowledge. This does not necessarily lead to public engagement in the issue, but rather to an increase in the public’s understanding of an issue. This is a particularly important objective for local governments interested in sharing their climate activities, commitments, and future plans with their community.
2. **Change attitudes.** Change the way people think and feel about an issue. Attitude change can help to ensure compliance with new legislation, such as the compulsory wearing of seatbelts. However, although attitude change is often a precursor to behavior change, the two are not synonymous. Attitude change may be effective in the short term but behavior change usually takes much longer to manifest.
3. **Change behavior.** Influence people’s actions relating to an issue. This is where communication efforts should be concentrated to ensure compliance with climate change goals. A long-term approach should be taken to achieve behavioral change, as it can take decades to come into effect.

Communications Myths

When conducting communication campaigns and general outreach, it is critical to follow best practices and to avoid common myths and misperceptions. In a report produced by Futerra for the United Nations Environment Programme (UNEP), “Communicating Sustainability”ⁱⁱ, the authors note that three of the most common communications myths are:

- **Any communication is good communication.** Badly planned and misplaced communications will, at best, not work (wasting time and money); at worst, have negative consequences.
- **Communication is extremely expensive.** Effective campaigns don’t need to be large and expensive to be successful. If you are running a large campaign, consider partnerships to offset some of the costs.
- **Human beings are rational.** Just because a message is presented with appropriate rationale for action does not mean that your audience will act or even react. Make your message easy to understand, with simple solutions that are tied to other issues of concern (public health, economy, energy independence, etc.).

Communications Facts

In the same report, “Communicating Sustainability”, Futerra identified three communications facts which should be built into effective outreach campaignsⁱⁱⁱ:

- **Targeting Works.** Tailoring your message to certain sections of the community works (e.g. single mother households, African American youth, etc.).
- **Be Inspiring.** People want to be inspired, not lectured to. Whatever your message is, make sure to include an inspiring story about how change can be achieved.
- **Make it personal and practical.** Tie your message for action to your audiences’ daily lives in a practical and simple to implement way. For example, don’t promote a recycling campaign if recycling facilities are not readily available and easy to access.

General Audience Identification

Generally, there are three types of individuals local governments will communicate with: the localist, the trend setter, and the idealist^{iv}. Messages appropriate for an idealist will not be appropriate for a localist. Hence, it is critical that communications campaigns have targeted messaging appropriate for each audience. More detail about specific audience outreach styles can be found in [Section III](#). However, general outreach strategies effective for the Settler, Prospector, and Pioneer include:

- **The Settler:** messages about how action will benefit and better the local community; messages that come from local leaders who are well respected like Ministers, PTA Board, Neighbors, etc. The Settler cares deeply for their community and will do things that have local benefit – but a global focus will not necessarily inspire or resonate with them.
- **The Prospector:** messages need to be trendy (mainstream) and, when undertaken, better the image of the implementer. The Prospector generally has a strong need for maintaining a ‘cool’ public image and deeply cares about what others think of them. As such, this group is unlikely to take action unless it’s socially acceptable and/or is associated with high social status. Messages targeting Prospectors should generally come from celebrities (local or national) and accompany high visibility (e.g. stickers that can be placed in people’s windows noting their commitment to the activity). The Prospector is normally willing to spend money to implement the various measures, but will not normally be inspired by the global benefit or the environmental ‘goodness’ of the measure.
- **The Pioneer:** ethical messages about how actions will benefit the greater good; messages can generally have a tinge of fear accompanied with emphasis on global benefits. Pioneers tend to be the smallest group in any community – but the ones most frequently involved in environmental and climate work (i.e. the people we always talk to.). Pioneers do not traditionally respond as well to narrowly focused messaging with extremely localized benefits.

Climate Specific Communication

Increasing media coverage of climate science, impacts, and solutions has helped raise awareness of local and global environmental issues, sparking action around the country. The issue of climate change has gained such prominence that newspapers run frequent feature articles and host ongoing online forums to discuss various aspects of the topic. Major news reports and documentaries have met with great success (and an Academy Award in the case of “An Inconvenient Truth”), green issues of magazines fly off the shelves, and pop culture has made it the issue du jour.

But communicating about the issue is not a walk in the park. Consider that Americans, for all their hybrid cars and compact fluorescent light bulbs, are still preoccupied primarily with the economy, war, and health care. Consider still that, despite the scientific consensus on climate change and the solutions already charting a path forward, there are significant communications challenges simply around getting your message out to the appropriate audiences.

To overcome this, motivation, recognition, promotion, and dialogue must become the familiar tools we use whenever we try to convince people to change their behaviors in ways that will reduce their energy consumption, alter their purchasing decisions, or help them increase their resiliency to a changing climate. Messages should avoid the use of fearful tones and content as this tends to lead to despair and apathy, a feeling that nothing can be done. If fear is used to gain attention, it should always follow an outline of positive opportunities and solutions. Additionally, it’s important to ensure that positive solutions are things that people

can actually do; for example, suggesting that low income neighborhoods can tackle climate change by purchasing green power may be out of their reach. When fear is used with messaging about positive opportunities that are unrealistic for the audience, the audience is only left with a message of fear. In addition to the aforementioned principles, below are additional detail on some general ‘rules of thumb’ that should be adhered to when communicating about climate change.

Climate Communications Rules of Thumb

- **Send a collective action message.** Each of us has a role and responsibility, and we’re in this together. If we all make some simple changes, our collective effort will help make a difference.
- **Make it real.** Where applicable talk about climate change in a broader context and one to which people can relate. Talk about the connection to water supplies, jobs, high gas and food prices, polar bears, weather patterns, or plant and animal migration. Also, don’t be afraid to completely remove reference to climate change and talk about the issues that are important to your audience such as the financial savings associated with changing light bulbs. Remember, use the issue that will most appropriately resonate with your target audience (i.e. the Settlers in the Northeast U.S. will most likely not be motivated by stories of the polar bears, but the Pioneer most likely will).
- **Make it local.** How is climate change going to impact your community, and how will your policies benefit the community directly? Tie a local initiative to something happening in cities across the country or at the federal level.
- **Make it manageable.** Present information in manageable chunks – not everyone needs to know every particular detail. Give examples of solutions that are working and that your target audience can actually implement. If you are talking about a goal that is 20 or 50 years away, be sure to include benchmarks to break up the goal into a reasonable timeframe.
- **Tie to people’s everyday lives.** Make it relevant for your audience – how does your message relate to their life and what can they do to address the issue? But remember, never criticize or condemn your audience.
- **Solutions, solutions, solutions.** Focus on solutions! Be positive.
- **Connect actions to solutions.** Show people how their actions help make a difference.
- **Use values language.** Talk about traditional American values wherever possible such as “American leadership and ingenuity”, “Americans do what’s right”, “fairness,” and “good old American know-how/can-do”. Similarly, attach the message to responsibility and planning.
- **Be reasonable.** Avoid rhetorical or shrill language to better engage people rather than drive them away. The topic of global warming can be scary and the use of the scare tactic will often turn people off – or worse, make them apathetic.
- **Use the right spokespeople.** Appropriate messengers should deliver your messages.
- **Back up your arguments.** Use scientific data and cite your sources. Use credible sources.
- **Pictures are worth a thousand words.** For example, photos that show glaciers 60 years ago compared to their retreating state today are iconic. However, local images are the most powerful – familiar landscapes under threat, people taking action in their local community are all powerful images that will more likely resonate with your audience.

- **Make comparisons.** Use analogies, such as “Thousands of the world's top scientists have reached a consensus that human activities are causing the climate to change - a level of agreement akin to the consensus that smoking causes lung cancer.” Use terms and scenarios that people recognize and understand.
- **Use the bottom line.** There is lots of green to be made by going green. Within 10 years, solar power is slated to generate \$69 billion a year. Wind is already a multi-billion dollar global industry. Sales of hybrid cars are skyrocketing. From Wall Street to Main Street, the clean energy economy has captured the imaginations and investment dollars of leading American businesses. The Industrial Revolution got us to today and the Climate Revolution will get us to tomorrow.
- **Show results and share successes.** Make an effort to report results for your campaigns. Prove that people’s actions made a difference.
- **Give and take feedback.** Thank participants and ask for their feedback on your messaging.



Best Practices

Educational Climate Change Brochures

ICLEI and the City of Berkeley created educational brochures about climate change for jurisdictions to download off the web and modify. These brochures are currently being updated but will soon be available on: www.icleiusa.org.

Section II

IDENTIFYING AND REACHING YOUR TARGET AUDIENCE

The first steps in conducting an outreach campaign include identifying the objective for your message, your target audience, creation of your message, and selection of an appropriate messenger or medium. These steps are critically important to ensuring the use of appropriate communications strategies and tools. When identifying the target audience, one should ask:

- What is my objective for my message? (What do I want my target audience to do with this message?) If behavioral change, what behaviors or attitudes do you want to change?
- What message can I use to meet my objective?

Answering these questions should help identify the appropriate target audience for your campaign. It is important to note that any given campaign may have multiple target audiences. In this case, it will be important to tailor the message as well as the tools used to convey the message for each identified audience.

Once a target audience has been identified, the following questions should be asked:

- **Who are they?** What are the socio-demographics of the group we are examining?
- **What do they do?** What are their current behaviors influenced by?
- **What do they think and feel (their attitudes)?** Think about what your audience needs to know and how they might be able to change their actions in simple ways that will help the environment. It is critical to understand what motivates them (trend-setter, idealist, localist). The more closely you tie your message to a message that resonates with your target audience, the more likely you are to achieve your desired outcome. Be clear about what you want your audience to do and make sure they have the tools to do it.
- **Why have they not taken action on the issue in the past?** Identify barriers and benefits the target audience associates with the proposed action. This will help you to frame your messaging in a more appropriate way.

After identifying your message and your target audience, you need to identify the proper medium and/or messenger for your audience. Determining this information will depend heavily on the pre-identified attitudes and interests of your target audience. To help determine the appropriate target audience as well as the appropriate medium and/or messenger, use the sections below that outline select segments of the population along with suggestions on potential communications strategies that are generally effective for reaching out to that cohort. Also, remember that within each of these audience groupings exist “Settlers”, “Prospectors”, and “Pioneers”, meaning that your messages should be further tailored to more specifically target these sub-sectors as relevant.

[Municipal Employees](#)

[Residential Sector](#)

- [Home Owner](#)
- [Renter - Landlords](#)

[Business Sector](#)

- [Large Businesses](#)
- [Small Scale Businesses](#)



TIP

Additional information on communication avenues can be found in [Section III](#).

Youth

- [Higher Education](#)
- [Elementary and Secondary School Children](#)

Seniors

i. Municipal Employees

Often the easiest places for local governments to start is with an audience that they have more direct access to: municipal employees. There is a wide range of socio-demographics among municipal employees. From bus drivers to janitors, police officers, engineers and planners, a large mix of people work for municipal governments doing a myriad of different tasks, including managing the municipal budget, maintaining buildings, and making sure our streets are safe for the general public. However, integration of this diverse group of individuals and departments is important to the success of the local government's climate protection goals.

Municipal employees can be extremely influential in affecting local government change. They are often the first to experience positive changes within the city such as working in a city building with better lighting efficiency or driving hybrid or electric vehicles. If municipal employees are enthusiastic about the changes and understand the full benefit that the local government is deriving (i.e. cost savings, a decrease in pollution, better and newer technology) then they can be invaluable climate champions throughout your community.

As you prepare to engage your municipal employees, you should speak to what employees know and are concerned with in their daily jobs (i.e. talking about fuel economy with a municipal fleet manager). Below are a few examples of how local governments are using positive messaging along with mandates and incentives to encourage a cut in staff emissions. For more information about potential measures your municipality can implement to reduce emissions, please see either [ICLEI's Success Stories](#) page or ICLEI [Climate and Air Pollution and Planning Assistant](#) tool.



TIP – Regular Check-In with Employees

When making changes in operations, regularly check-in with employees to get their feedback regarding how the changes are going.

Provide Educational Opportunities: Changes in policies can be confusing and frustrating to staff who aren't prepared for the changes. As such, it's advantageous to hold trainings and informational session in advance of major policy changes to ensure that your staff are properly informed. This can be built into your ongoing professional development and skills trainings.



Best Practices

Kansas City, MO

The Metropolitan Planning Organization in Kansas City has developed a robust schedule of trainings at the Academy for Sustainable Communities for both public and private sector which are well attended (www.marc.org/sustain). These trainings help to shed light on the different measures that the City and the community can take to reduce emissions.

Dallas, TX

To assist City department environmental staff with environmental and health and safety worker training, the Office of Environmental Quality teamed up with Human Resources to develop a day of seminars in the fall of 2006. With a variety of seminars starting every hour on the hour from 9 a.m. to 4 p.m., City employees were exposed to everything from traffic safety, blood-borne pathogens, and property inspections to storm water inspections, waste management, and pollution prevention. The seminars were delivered by City staff and outside experts from agencies such as the Texas Commission on Environmental Quality. More than 800 City employees participated in this daylong training.

Integrate Climate and Energy into Relevant Staff Trainings: Many municipal employees must undertake regular training to achieve certification and/or job requirements. Integrating relevant climate and energy information into these trainings is a great way to educate municipal staff while also presenting information in a safe and familiar environment.



TIP – Educational Opportunities

Providing opportunities for employees to learn new skills or trades can be an effective way to foster support for environmentally friendly practices. For example, encourage/sponsor city staff to become LEED Accredited Professionals or go through an Energy Management certification process. Build this into your ongoing professional development and skills trainings.

Regular Check-in with employees once new measures have been implemented: After a new measure has been implemented, it is critically important to touch base with municipal staff who are/were affected by the change. Gauge their opinions regarding the effectiveness and value of the new measure. Listen to their suggestions and provide an avenue by which they can share their concerns, frustrations, and satisfaction with the relevant parties.



Best Practices

Keene, NH

From fire engines to snowplows, all 77 of the vehicles in the City of Keene, New Hampshire's Public Works Department are running smoothly on B20 biodiesel. The biodiesel performs well in cold temperatures and has improved the air quality inside the fleet maintenance facility. The City regularly checks-in with staff to gauge their opinion of how the biodiesel process is working.

Use Incentives: Incentives can be a great way for a municipality to encourage its employees to embrace new measures. When used appropriately, incentives can help to demonstrate the ease of implementation of a given strategy and help to ease the transition from an old and familiar practice, to a new and different practice. For example, an employee commute program could be paired with free bus passes for all employees who commit to taking public transit or car pooling at least once a week.



Best Practices

Seattle, Washington

Mayor Greg Nickels proposed giving all city employees free bus passes by 2009 to encourage use of transit. If approved, the city will double its employees' transit pass subsidy next year and in 2009 and 2010 the city would cover that pass' cost entirely, even if the rates increase. The program is expected to cost \$1.1 million over the next three years; the city has been contributing \$15 per month to the cost of its employees' bus passes since 1993.

Sacramento County, California

Sacramento County provides cash incentives for establishing employee home-based telecommuting for businesses and local government agencies. Participating employers will receive up to \$1,000 per new telecommuter with a maximum of \$5,000 per employer or agency. Employees may reside in any county in the greater Sacramento region. The cash incentives can be used for the purchase and/or installation of equipment at home or work to facilitate telecommuting.

Philadelphia, Pennsylvania and PhillyCarShare instituted a novel car sharing system that includes both local residents and government employees. The program replaced 330 municipal vehicles and saved the city \$2 million each year. In the community, 1,200 citizen vehicles were replaced saving residents \$5.5 million in costs and reducing vehicle travel by 8.2 million fewer miles per year. The measure provided an opportunity for municipal employees to more directly interact with local residents, thereby bolstering the public's perception of the positive steps the City was taking to reduce its emissions.

Demonstrate the leadership role of the municipality: Use the local governments commitment to climate protection to inspire action – both from the community and from municipal employees. People want to be inspired and proud to work for their organization. By demonstrating your commitment to climate protection and providing ways in which your municipal employees can help achieve your City/Town’s climate goals, you may be creating a more positive work environment while also creating more climate champions.



Best Practices

Carbon Offsets: *San Francisco, CA.* In December, 2007 San Francisco city officials announced in their plans to offset greenhouse gas emissions from their business trips nationwide by contributing to one of several city programs aimed at reducing carbon dioxide output. The program requires city officials to calculate the carbon cost of their travels and contribute to offset programs such as converting restaurant grease into fuel, installing solar energy devices, investing in energy conservation, or foregoing their travel altogether.

Conversely, the ***City of Boston, MA*** purchases offsets to cover the total amount of emissions generated in 3 of the largest City owned facilities. Currently, the City is offsetting approximately 12% of government emissions. Along with the offset purchasing is educational outreach around opportunities for reducing energy consumption.

Marketing to Municipal Employees

It is important to give ample notice to municipal employees about programs and why they are occurring. Signs, lectures, letters, and emails are great ways to provide this information. Additionally, websites, social-networking opportunities, employee meetings, and staff retreats are other effective avenues to reach municipal employees. When creating these tools, use concise and direct language that provides action items. This will increase the number of municipal employees which take full advantage of the benefits of the program and increase the number of climate change advocates within the local government and community. Lectures/brown bag lunches given by top city officials/mayors/city or town managers/county executives can help smooth transitions and provide a forum for municipal workers to ask questions and participate in the change.

Remember: when conducting outreach to municipal employees, it is important to speak to them in terms that relate to their daily jobs. Rather than presenting sustainability efforts as an onerous new layer within their job duties, create opportunities for employees to re-invent processes within their day-to-day work functions to meet environmental goals. Let the employees become the experts in determining where waste can be trimmed and efficiencies can be found. Use brainstorming exercises and collaborative meetings to generate new ideas, and make it fun for employees to participate. After all, new and efficient practices could actually make their jobs easier!

ii. Residential Sector

How people use energy at home, on their commute, and in their daily lives will have profound implications on whether a community’s climate protection efforts are successful. Based on a traditional energy consumption profile, the average individual in the United States is emitting 24.3 tonnes of carbon dioxide equivalent annually^v – the equivalent of consuming 2,758 gallons of gasoline. Of these emissions, over 80 percent traditionally come from homes and transportation.

Although the residential sector will be highly concerned with the built environment (homes, offices, etc.), transportation infrastructure is also a key element when trying to cut greenhouse gas emissions. For example, the distance and mode of transportation between the resident, his/her place of employment, convenient shopping, and other destinations can have a huge impact on a municipality’s emissions.



TIP – Educational Opportunities

More information on potential measures your municipality can consider to reduce emissions can be found at <http://www.iclei-usa.org/action-center>.

Initiatives that generally see success in the residential sector include initiatives that

encourage: carpooling, no idling, public transportation, and energy efficiency in the home. Local governments can help facilitate dialogue and actions to reduce energy consumption by undertaking such measures as well-designed and convenient public transit, bike/pedestrian paths conveniently placed throughout the community, working with local utilities to subsidize home energy audits, and instituting mixed-use zoning requirements.

Below is more information on specific audiences within the broader residential sector. General, yet effective communication strategies for each audience are explored in the relevant section.

Home Owner

Homeowners are traditionally concerned with saving money and the betterment of their home. Included in this category are condo owners and single family homeowners.

Regardless of the type and location of the home, energy efficiency measures should resonate with this audience. Remember: homeowners will be motivated to act if they see a personal benefit resulting from their actions. Therefore, it is critically important to highlight cost effective and easy to implement strategies. Recognizing the time and financial constraints placed on this audience is an important step in designing effective climate change outreach strategies.

Marketing to Condo Owners: Effective marketing to condo owners could be done through a newsletter/informational packet from the home owner's association/building owner. Additionally, traditional media – including newspapers and television are generally effective outreach mediums for condo owners. Remember: condo owners are generally first time home buyers seeking affordability or long-time home buyers looking for an easier life style. Below are specific ideas on energy reduction measures that may resonate with condo owners.

Energy: If members of a home owners association, it may be possible to influence the board to invest in solar panels for the building or to buy into another renewable energy source. Condo owners should be receptive to ideas about simple ways to implement energy efficient measures in their homes such as changing to Compact Fluorescent Lights (CFLs) and light sensors.

Transportation: Parking spaces are most likely expensive. Because of this, and given that many condo owners live in urban areas, encouraging the use of alternative forms of transportation can be highly effective. This could mean taking regional transit (trains, buses, streetcars) or riding a bike and walking. Additionally, home owner's associations may be persuaded to provide discounted parking rights to home owners that drive vehicles with higher fuel efficiencies.

Waste: Opportunities for reducing waste are more limited for condo owners than for other homeowners. Condo owners have no yards, they produce no yard waste, have fewer composting options, and have less use for finished compost material. However, condo owners can be encouraged to recycle if that service is available, or - if it is not - to lobby with their condo association to contract with a vendor that offers recycling. In the case where condo sizes limit space for recycling bins, it may be advantageous to work with the condo board or home owner's association to set up highly visible recycling collection bins throughout the buildings.

Marketing to Single Family Homeowners: This audience will be most impacted by hearing and reading stories of similar single family home-owners. Disseminating stories of this nature can be done through news broadcasts, newspaper stories, and public forums. If a public forum is explored, make sure to provide information on assistance the local and state government can provide to homeowners. Additionally, build in time to hear about what your residents need in order to successfully embrace climate protection measures.

This group is generally influenced by the actions of their peers. As such, highly visible public campaigns that tote the positive accomplishments of participants have a high chance of success. The caveat is that any such campaign must be simple, highly visible, easy to implement, and lead to financial savings.

Measures likely to resonate with single family home-owners include energy efficiency measures, measures that provide tax incentives or rebates, and measures that are simple to implement – such as recycling. As you begin your outreach to this audience, it is recommended that you review any existing state subsidies specifically for home-owners which would encourage environmentally friendly practices such as purchasing solar panels. Any financial incentives that you can highlight to this audience will only enhance your outreach efforts.



Best Practices

Minnesota's Energy Challenge

The Minnesota Energy Challenge uses an easy to navigate website and other outreach tools to obtain residential commitments to reduce emissions. Once registered, residents are granted access to forums, energy experts, and receive energy saving tips.

Source: <http://www.mnenergychallenge.org/>

Burlington, Vermont's 10% Challenge

The City of Burlington's 10% Challenge is a voluntary program to raise public awareness about global climate change and to encourage households and business to reduce their greenhouse gas emission by at least 10 percent.

Source: <http://www.10percentchallenge.org/>

Fairfield, Connecticut's Clean Energy Campaign

The Town of Fairfield is working with local residents, the Board of Selectman and municipal leaders to educate and encourage local residents to sign-up for [Clean Energy Choice](#), an option on their utility bills that allows residents to contribute to the purchasing of renewable energy. To-date, over 700 households have registered, which has earned the Town 7 free solar energy systems – provided by the Connecticut Clean Energy Fund.

Renters – Landlords

Renters and landlords are concerned about keeping things livable and low cost. Renters aren't able to do repairs on their homes without the consent of the landlords. However, if there is a major repair needed renters can suggest that landlords use green building materials, install better insulation, or consider a more energy efficient heating system, such as a heating system that runs on alternative energy.

If the landlord is uncooperative, renters can still be encouraged to embrace climate friendly practices, such as energy efficiency measures. For example, renters can lower utility bills by using CFLs or LEDs instead of incandescent bulbs, using insulated curtains during the winter, and conserving water by installing a low flow shower head. Before creating a detailed outreach campaign for renters, one should research established City/Town laws that dictate the rights allocated to renters. Additionally, the municipality may want to consider an educational outreach campaign to renters and/or landlords, emphasizing the importance of reviewing lease terms to determine what is and is not within the privy of the renter to do while residing in the leased space.

Marketing to renters and landlords: Flyers, public forums, door-to-door canvassing, print and visual media are all effective tools for reaching out to renters. As renters have very little control over the infrastructure in which they reside, easy to implement energy efficiency measures are the ones most likely to resonate. It is extremely unlikely that renters will be motivated to invest in upgrades or measures with a long-term payback as this audience tends to be more transient than traditional homeowners. Landlords on the other hand, are often motivated by measures that are quick to implement and provide a direct return on investment, normally through the ability to charge higher rents or to more easily rent a given space. Meetings with landlord associations, or messaging tailored to the trade press and/or property owners are the most likely to reach landlords.

iii. Business Sector

The business sector provides a unique opportunity to both conduct outreach and to create outreach partnerships. The primary purpose of this section is to explore opportunities for outreach to the business community, however, examples of communities with business outreach partnerships are also provided.

The emissions attributable to the business sector in any community are dependent on the number and types of commercial and industrial operations functioning in the community. For communities with a small business base, opportunities exist for more targeted outreach. For municipalities with larger commercial/industrial bases, it may be advantageous to work with a local Chamber of Commerce and the trade press to have wide-spread dissemination of a given message.

Recognition is a great way to foster support from the business community. Campaigns that are structured to provide recognition, awards, or press to businesses that participate are generally successful. Businesses are competitive by nature – use this fact to build support for your climate protection efforts by creating challenges and friendly competitions between businesses. Additionally, your municipality may want to consider creating a green business awards program that allows ‘green businesses’ to display emblems in store windows demonstrating their compliance with your award program. Before doing so however, you should ensure that you have relevant customer attitudes statistics that demonstrate the demand for ‘green businesses’.

Additionally, all businesses are concerned with making a profit. As such, energy efficiency and energy conservation are two metrics that are likely to resonate with the business community as they result in cost savings, thus the betterment of the businesses financial portfolio. Therefore, communications focused on the business community should emphasize and give examples of businesses saving money through energy efficiency.



Best Practices

Chicago's Green Office Challenge

An excellent example of private sector engagement is the [Chicago Green Office Challenge](#). The Green Office Challenge is a partnership between the City of Chicago and ICLEI to challenge commercial property owners and building tenants to partake in a friendly competition to improve the environmental performance of their business operations. The Challenge is a component of the City's Climate Action Plan and is done in recognition that 39% of the City's greenhouse gas emissions originate from the commercial building sector. To date, more than 15 property managers and more than 65 tenants are participating in the Green Office Challenge.

Large Scale Businesses

Larger businesses often have more flexible spending abilities, but because they are usually chains, engaging in local activities may be more complicated as decisions are traditionally made by business executives at national headquarters. For all size businesses, operational emphasis is on generating profit. As such you can prove easily that energy efficiency (i.e. replacing incandescent bulbs with CFLs) results in cost savings, thus the betterment of the businesses bottom line. Additionally, remember to highlight that businesses can increase their income by creating or re-inventing themselves as an environmentally conscious organization by selling environmentally friendly products or investing in relevant environmentally conscious decisions.

Marketing to Large Businesses:

Large businesses will be motivated by discussion surrounding cost savings and positive marketing. When trying to convince large private sector entities to sign on to your campaign, remember to use the power of competition, appeal to their desire to be the *best*, and their interest in receiving recognition. Remember: peer pressure will work well with persuading large businesses to participate in your climate reduction efforts.

Generally successful mediums to engage the private sector include one-on-one consultations, letters or articles submitted in relevant industry journals, high-profile challenges (such as those issued by the Mayor), and high profile press events.



Best Practices

Salt Lake City's E2 (Environmentally & Economically) Sustainable Citizen & Business Community Program

The City's E2 business-oriented program is designed to recognize and support the Salt Lake City business community and economy by providing benefits including: cost savings from reduced resource use; ability to attract new customers and increase customer loyalty; free advertising purchased through grants and other funding sources of the Salt Lake City Green program; earned media; reduced advertising costs in selected publications; free consultation with Salt Lake City staff experts; and finally, the knowledge that their business is contributing in a positive way to the environment and community.

Seattle's Climate Partnership

Seattle's Climate Partnership is a voluntary pact among Seattle-area employers to take action to reduce their own emissions, and to work together to help meet the community-wide emissions goal. An initial group of Seattle-area employers – the Port of Seattle, Recreational Equipment Inc. (REI), the University of Washington, Starbucks Coffee Company, Urban Visions, Lafarge Seattle, Shoreline Community College, Mithun, Garvey Schubert Barer, and the City of Seattle – have come together to develop and grow the Partnership. These employers are committing to take actions that will reduce their global warming pollution emissions while at the same time cutting costs, improving the work environment for their employees, and improving their record of corporate responsibility. In exchange for making and keeping this commitment, Partners will receive a host of benefits, including high quality technical assistance, access to utility incentive programs, opportunities for cost saving collaborations such as joint purchasing arrangements, and recognition for a job well-done.

Keene, New Hampshire's 10% Challenge

In December, 2007 the town's environmental committee announced that it had enlisted four businesses to commit to an energy audit and to lower emissions by 10 percent as soon as possible, although no target date was set. These businesses agreed to reach out to other businesses, who will in turn be asked to make the same commitment and reach out to others, and so on. To create social pressure, the businesses will place decals in their windows announcing their participation and receive public recognition when they achieve their goal.

Local Government and Business Partnerships on Outreach

Keene, New Hampshire: Armed with bulbs subsidized by two businesses, municipal officials set up tables downtown on a windy Wednesday. They explained to those passing by that the bulbs would last more than seven times as long as regular bulbs and save people money. They sold the bulbs for 50 cents each - far lower than the roughly \$2.50 cost in stores and just a little more than ordinary incandescent bulbs. The committee sold 1,041 bulbs, more than twice its goal.

Bellingham, Washington: The City (from an April 2007 news release) purchases more than 11 percent of all community electricity from green power resources. To achieve this goal, the City's Sustainable Connections and the Puget Sound Energy (PSE) pioneered a community-wide "Green Power Challenge." The challenge promoted development of green power resources through participation in PSE's Green Power Program. Nearly 2,000 households and 110 businesses have enrolled. The City, Whatcom County, and Western Washington University are purchasing enough green power to serve 100 percent of their operations. EPA estimates that Bellingham's community-wide green power purchases equal to eliminating the CO2 emissions of 10,000 passenger cars annually.

Northampton, Massachusetts: As of early 2008, the City of Northampton has gotten over 6% of the total population to sign up for renewable energy as a part of the Massachusetts Technology Collaborative's Clean Energy Choice program. As of September 30, 2007, 709 households have signed up (~ 6% of households); Equating to CO2 emissions reductions of 1,203 tons and nearly 3 MW of electricity, earning the City \$159,506.70.

Small Scale Businesses

Small businesses depend on local support to operate and are often looking for ways to differentiate their businesses from others, especially from the larger "box stores". They generally operate on a much tighter financial budget and don't have as much flexibility as larger businesses. However, smaller stores tend to be run and employed by people who reside in the local community, and efforts focused on the betterment of local circumstances may resonate.

Marketing to Small Businesses:

Small businesses are increasingly interested in energy efficiency and other cost savings initiatives. Similar to large businesses, awards and recognition have a substantial role to play in persuading small businesses to embrace community climate protection efforts. For example, inviting politicians and press to an awards ceremony will help bring awareness to local businesses and potentially increase support for their goods or services.

Green exhibitions/conferences, galas with well-known environmental speakers, messaging in local newspapers or trade journals are all appropriate avenues for reaching out to businesses. Additionally, face-to-face dialogue and local competitions can garner support for your efforts. Remember: messaging will be effective when focused on how small businesses can differentiate from their competition and establish themselves in the local economy.



Best Practices

Chicago's Green Office Challenge

The Chicago Green Office Challenge engages major property managers, building owners, and tenants in a friendly competition to significantly increase the environmental performance of buildings in the City's central business district. Participants work to decrease energy consumption, increase their recycling rates, and find others ways to reduce their environmental impacts. The Challenge brings together the tools developed by key partners including the US EPA's Energy Star program, the Building Owners and Managers Association, ICLEI – Local Governments for Sustainability, the Clinton Climate Initiative, and the US Green Building Council. Participants reap the benefits of lower energy bills as well as recognition from the Mayor in print and online media.

iv. Youth

The “younger generation” is curious, well connected, and highly integrated into the economy (as a group there is large purchasing power). Youth tend to be dynamic, with some being Pioneers and others being Prospectors. Tapping into the underlying motivations and sentiments of this group (most likely a subset of this group) will not only inspire action within this population, but can have a cascading effect, leading to behavioral change in various other sections of the population.

To help design effective outreach to youth, this section explores opportunities for outreach and appropriate marketing for individuals in institutions of higher learning as well as those in grades K-12.

Higher Education

Institutions of higher education pride themselves on being intellectual centers of advancement. It is in higher educational settings that students learn complex theories, gain the tools necessary to begin their careers, and are free to explore a number of their interests. Local governments can work with institutions of higher learning to incorporate environmental studies into curriculum, host seminars and presentations on relevant local environmental issues, and provide hands-on training for students to learn how to undertake emissions reduction measures.

Universities are uniquely placed to affect America’s energy future. The higher education sector is a \$317 billion industry that educates and employs millions of people, maintains thousands of buildings, and owns millions of acres of land. Because of their size, universities and colleges are often among the largest energy users and waste producers in their region. Institutional action can influence state and local climate policy and also offer opportunities to educate and empower the next generation of leaders.



Best Practices

New York City, New York

In 2007, Mayor Bloomberg released New York City’s PlaNYC. As part of the release of the Plan, Mayor Bloomberg called on 10 Universities to reduce their emissions from 2005 levels by 30% by the year 2017. Due to the overwhelmingly positive response, in 2008, Mayor Bloomberg signed 10 more universities and a number of private sector companies on to the Challenge.

Additionally, local governments can use students as messengers and catalysts in their broader climate outreach efforts – especially in their outreach to local Universities. Students often have the time and energy to campaign for issues they either find interesting or issues that are ‘trendy’ and can use their enthusiasm to garner community support for these issues. College students usually live primarily within a community of students and are open to influence and communication from their peers. Word can spread very quickly on a university campus and there is the potential for behavioral change to take place with lightning quick speed!

Marketing to Higher Institutions: Institutions of higher learning will be inspired by opportunities to advance their status, actions that better their community and their collective image in the community, and opportunities that allow them to advance their educational platform. Attempts to get the University/College involved in climate protection efforts will be most effective when they are either face-to-face, or issued from a well respected community member (elected official, business leader, major donor, etc.). Competition amongst other Institutions will also be a motivating factor, and it may be beneficial to mention one of the green ranking systems for universities or the American College & University Presidents Climate Commitment. Note that Institutions can use green rankings as a recruitment point and a way to gain attention by attracting top notch faculty and students.



TIP – Green Rankings

For more information on green rankings for Universities, please see *Forbes*:

http://www.forbes.com/home/2008/05/02/college-harvard-uvn-biz-energy-cx_bw_0502greenu.html; and

Grist:

<http://www.grist.org/news/maindish/2007/08/10/colleges/>

If conducting outreach to University/College students, consider tapping into existing student groups, relevant departments, and courses. Additionally, hosting special forums, lectures, workshops, newsletters, and flyers/signs/posters are all effective ways to reach out to this audience. Generally, new media avenues like email and text messaging are useful in engaging students. Remember: most students are idealists interested in making the world a better place.

Elementary and Secondary School Children

Kids are creative and imaginative – let their minds explore the possibilities for bettering their community rather than feeding them a negative story and consequences, which may make them upset and fearful (see numerous news stories about kids not being able to sleep because they are afraid of global warming).

It is often more effective to show kids rather than lecture. Engage them in a discussion about how they think their community or school can benefit from more sustainable measures and assist them in implementation. This could be school gardens that produce food for the cafeteria (Hayward, CA school district, Montpelier, VT), classes that take children outside and focus on animal and plant lifecycles, or how the economy, government, and the environment are connected (in simple, straightforward ways).

Recognize that kids want to get involved! Giving them hands-on opportunities can empower them and boost their potential to become future climate action leaders. For example, the Alliance to Save Energy’s pilot project “Green Schools Program” helps kids assist teachers, janitors, and the school board in doing energy audits of their schools. Through the program children are able to see the immediate affects of their efforts and be part of the solution.

In addition, a majority of American children receive some kind of an allowance or other income. Providing education regarding consumer choices and their overall purchasing power is a great way to inform and inspire action.

Children can also influence their parents’ consumer choices and can advocate for their own future by getting their parents’ interested in buying alternative energy, hybrid cars, etc.



Best Practices - Youth Education

Alameda County (Stopwaste.org)

Stopwaste.org has a program that takes kids on a tour of the San Leandro dump and shows them how waste is stored in a landfill and recycled. Show them where “away” is when they throw something away.

Annapolis, Maryland

The Mayor and the city created a groundbreaking clean air program called “Take a Deep Breath” that was taught to 4th grade public school students in Anne Arundel County. The course was designed to educate the students about clean air and encourage them to plant a tree. It also asked the students to encourage their parents to commit to driving ten miles less each week. Beyond the environmental materials, the program contained workbooks that helped the children develop their math skills by computing the amount of pollution that planting a tree and driving less would remove from the atmosphere.

Marketing for the target audience: Effective mediums to reach out to youth include: television advertisements, schools (PTA meetings, district board meetings), starting “green” clubs at school, extra credit for environmental projects, “green” PE (i.e. hikes), fieldtrips, and peer leadership (such as putting someone in the classroom in charge of recycling or composting waste). Competitions can be staged to challenge youth to put their creativity to use around climate change – through essay contests, art competitions, and other fun projects.

Messages directed at youth need to focus on positives – messages using fear may be overwhelming and scary. Most behavioral change needs to be easy, relatively trendy, and inexpensive to be effective.

Creating Climate Change Curriculum

If working to create curriculum for schools, materials generally must be:

- Simple to use;
- Clearly identify links to curriculum and to particular subjects in the curriculum;
- Contain all materials for a class (e.g. activity sheets and worksheets);
- Be tested via workshops;
- Provide information on any useful research materials, such as web links;;
- Include guidelines on incorporating climate change and sustainable development into areas of school life beyond the classroom.

For more information see: Global Warming Education: School Lesson Plans, Global Warming Kids:
<http://www.climatechangeeducation.org>

v. Seniors

Although seniors may be less concerned about climate change within their own lifetime, most have families and are concerned about future impacts for their children and grandchildren. Safe drinking water and clean air are things that grandparents want for their grandchildren's future, and many times the threat of climate change and pollution can spur seniors to take action by changing their every day habits or influencing family members to change theirs.

Most seniors are not working and may be looking to lower costs. Energy efficiency measures like replacing incandescent bulbs with CFLs, insulating windows, driving less, and walking/taking public transportation are easy ways to cut bills, and are measures likely to resonate with seniors.

In addition to reducing emissions, seniors can also make invaluable messengers for your climate protection efforts. More recently retired, younger seniors have the time and ability to volunteer. Volunteer programs are a great way to engage the community while giving citizens a chance to participate in bettering the world around them. Volunteer programs sponsored by the local government or partner organizations could include:

- Educating youth on environmental issues/Youth mentorship
- Participating in local campaigns for positive environmental change (i.e. passing out compact fluorescent bulbs to the public while educating people about their benefits)
- Planting a garden/growing food and teaching others how to do the same

However, providing volunteer opportunities is not enough; these opportunities must be accompanied by a strong communications campaign that entices people to participate in the volunteer opportunities. For ideas on how to market to seniors, please see below.

Marketing for Seniors: Television advertisements, mailers, signs/brochures at senior centers/assisted living complexes, encouraging family members to talk about climate change with the elderly, and peer dialogue are all generally effective mediums to reach seniors. Messages that focus around conservation, family values, cost savings, and leaving a healthier environment are messages that generally resonate with this audience.

Remember: The American elderly grew up in the Depression Era when resources were scarce and often nothing was wasted. This deeply ingrained ethic of thrift may encourage seniors to use goods efficiently, as taking only what is needed is something that was a nationwide ethic internalized throughout the 1930s and 1940s.

Section III

OPTIONS FOR COMMUNICATING CLIMATE CHANGE

When trying to create an effective communication strategy it is important to identify appropriate tools and mediums for getting your message to your target audience. This section explores a number of traditional and non-traditional communications avenues that can be used to convey your message. The section is broken into three chapters: Chapter A looks at building effective strategies for community outreach; Chapter B identifies effective media outreach strategies; and Chapter C explores other mediums that can be used to convey messages. Examples of municipalities undertaking similar communication strategies are highlighted throughout the section.

Chapter A: Community Outreach

Getting Started – Empowering Messengers
Identifying and Disseminating the Message

Chapter B: Media Outreach

Media Relationships
Identifying Newsworthy Stories
Communication Avenues

- Press Releases
- Media Advisory
- Traditional media: newspapers, radio stations, TV stations, magazines

Chapter C: Other Mediums to Convey Messages

Events: speeches, conferences, forums
Direct Marketing: direct mail, cold calling
Short Films and Environmental Film Festivals
Targeted Marketing Campaigns
Internal Communications: reports, brochures, newsletters

[Websites](#)

New Media: email, text messaging, social networking websites, and webinars



DID YOU KNOW: ICLEI provides media support to its members? When joining ICLEI, members designate a local media liaison who serves as lead ICLEI contact person in their jurisdiction for local, regional, and national media opportunities. Media liaisons are asked to assist the local government staff and elected officials in publicizing their local government’s climate protection efforts. Monthly emails with media opportunities and updates on ICLEI events and climate news relevant to local governments are sent out to media liaisons and may aid members in deciding when and where to pitch a story to local media. Media liaisons are also given general advice and support for media and public outreach, including talking points, customizable press, releases and aid in framing and advancing the dialogue of climate protection. For more information, consult [ICLEI’s Communications Webpage](#).



DID YOU KNOW: ICLEI members receive a regular national newsletter called [ICLEI Connection](#). ICLEI Connections provides the latest developments, news, events and opportunities on local climate action and sustainability efforts. To sign up visit URL

Chapter A: Community Outreach

Engaging the public in climate protection efforts is critical to meeting many climate goals. To effectively engage a community, a local government needs to identify appropriate communication messages, avenues, and target audiences. This chapter explores strategies for determining effective outreach messages and mechanisms for identifying the appropriate target audience.

Broadly, community outreach is deemed successful when it does one or more of the following:

- Motivates people to take action to reduce global climate pollutants;
- Educates the target portion of the population about a certain facet of climate change;
- Promotes community involvement; and
- Promotes socially just and vibrant communities.

Getting Started – Empower Messengers

Identify people and groups you think may share concerns and interests about climate change or issues related to climate change. These individuals can be community leaders, engaged citizens, youth, or others who can help in disseminating your climate message. This is also a great opportunity to identify leaders and foster cooperation among various sectors of the community. Remember to reach out to non-traditional leaders, especially those not associated with environmental work in the community.

Creating an Effective Outreach Team

- ✓ Find Core Messengers
- ✓ Identify Champions
- ✓ Share Resources
- ✓ Keep it Easy
- ✓ Celebrate

Core Messengers – The ICLEI elected, staff, and media liaisons can be a great core group of leaders when implementing your Climate Action Plan. (For more information about the roles of the ICLEI liaisons please see [ICLEI's website](#)). When you are ready to expand your group, look for people who bring experience, a broad view, their own contacts, and awareness of other community resources. In certain circumstances, a core communications group may need to be created. In others, this group may be based on an existing committee such as the Climate Action Planning Committee, or a Task Force on Energy.

Champions in the Community - Be sure your core messengers include champions that speak the languages of the different community groups you will be addressing. You may find your community champions amongst the following groups: block/neighborhood club leaders; labor leaders; school groups; local celebrities; district representatives, political activists; academics; union representatives; scout troop leaders; small and large businesses; religious leaders; and environmental activists and organizations. Remember: You will need a diverse group of champions if you are reaching out to all community members (trend setters, localists, and idealists).

Core Messengers Brainstorming Session

It is important to identify the predominant values, beliefs, and knowledge represented in the community in relation to climate change. Use the knowledge of your core messengers to identify:

- What do you know about climate change beliefs in the community?
- What images come to mind when you think of climate change in the community?
- How did you come to know about climate change?
- What attracts you to working on climate change in the community?
- Where do you think the climate protection message misses the boat?
- How can we tell the climate protection story to engage people?
- What words can best convey the message to the community?
- What messages might strike chords with various community sectors?
- What words/messages should be excluded from climate outreach?

Share Resources - Utilize the strengths of the group. If running a campaign focused on recycling in schools, work with school environmental clubs and other relevant youth organizations who understand the identified target audience's concerns and interests, with possible sponsorship from local businesses.

Keep it Easy - In order to attract and retain community messengers, it must be relatively uncomplicated to participate. Identify specific interests and organize smaller subsets to allow people to use their individual skills. Limit the number of lengthy, full group meetings (consider decentralization so that there are few to no time-consuming meetings!) and provide template communications resources that champions can tailor to their specific audience.

Celebration and Reinforcement - To keep the momentum of the core messengers going, it is critical to acknowledge contributions of the people involved in outreach. Celebrations help draw attention to the effort and give credit where it belongs – to the people making change! Celebrations can include appropriate tokens of appreciation (such as certificates or framed plaques), and contact with local media regarding community participants.



Best Practices

Amherst's Energy Conservation Task Force

Working in conjunction with various stakeholders, such as Amherst College, Hampshire College, the University of Massachusetts, municipal departments, and local citizens, the Town was able to create a very comprehensive Climate Action Plan and simultaneously create local champions to help advance the Plan's implementation. For more information, see [Amherst's Energy Conservation and Climate Protection](#) page.

Identifying and Disseminating the Message

You've identified a core team committed to giving time and effort to raising awareness and stimulating action in the community to fight climate change ... now what do you do? The next steps are to identify your target audience, determine the appropriate messenger, identify available community and local government resources to implement an outreach program, and outline an approach for action. NOTE: You may need to conduct some communications efforts in order to convince people to form the 'core messaging team'.

Identify Target Audience – To whom is your message aimed? Certain messages will be more appropriate for the community as a whole while others may be targeted specifically for a certain section of the community. If you are running a behavioral change campaign, identify whose behavior you are seeking to change (high school students, homeowners, etc.).

Identify Your Message – What is the message you would like to convey? Be precise and directed, avoid a message that is overwhelming or that uses fear. Be sure the message is appropriately tailored for your identified target audience and provides solutions the audience can implement.

Framing the Issue - Use words and images that help people relate to the urgency of the issue of climate protection – in their own language. Put yourself in their position, and anticipate their priorities: Lower monthly power bills? Increased business profitability? Involvement in a high profile social movement? Addressing the increasing cases of respiratory problems? Be sure to include tangible action items that the audience can employ to address the issue. Remember: different audiences respond differently to both message content and message delivery.

Identify a Messenger – Choosing a messenger will traditionally depend on who is most appropriate to address your target audience. For example, if speaking to localists, consider using local leaders who are trusted and well respected, such as Ministers, Scout Leaders, or neighborhood associations. Your core group of messengers should provide a pool of potential messengers from which to choose. Remember: you can never have enough messengers.



More Info

[Section III](#) contains more information about outreach to target audiences.

Cooperation not Competition - Outreach is most productive when people and groups can share resources. This coordination increases the consistency of messages and decreases the cost of community outreach activities for any one entity. For example, a business club can host a meeting, covering rent and refreshment costs, while another group can create and print invitations.

Chapter B: Media Outreach

Want immediate impact from and recognition of your community outreach? Need to cast a wider net in your community to raise awareness? Want to highlight your municipal success stories? Working with the print and broadcast media expands awareness and can create public action on climate protection. Below is information on various media avenues, with specific tips on how to reach out and engage each. Examples of successful media engagement from across the ICLEI network are provided to help guide you through the process of exploring media outreach and to lend ideas for your campaign.

Media Relationships

It is impossible to underestimate the value of a good relationship with members of the media. To begin this relationship, first identify reporters, editors, producers and broadcasters assigned to environmental issues. When you see a story covered in the newspaper that is line with your ideas, contact the writer to congratulate them on their piece and get information about future story opportunities. Be sure to comply with deadlines for submitting information and continually follow-up with the reporter to ensure they are aware of environmental activities happening in your community. Ask about the types of stories they cover, whether their “beat” is focused on local and/or environmental stories, and see if they have personal interests that might dovetail with your work. Also find out if they prefer to communicate via email or phone calls.



TIP. Develop a list (even better, find an existing list and then update) of local news publications, writers, and other contacts. Large newspapers often have staff people who focus on specific topic areas such as the environment. The more an article or piece matches the style of a writer or editor, the more likely it is to get published.

Identifying Newsworthy Stories

When deciding whether or not to pitch a story to reporters, you should confirm that the event or accomplishment is either new information, or information that is being updated. Generally, reporters and the public will be most interested in “new” information. Below are some sample events, accomplishments, and policies that would make for newsworthy stories in most areas.

- **Events:** Completion of an emissions inventory, celebration/public release of a Climate Action Plan, green conference, speech by a local leader on environmental issues, launch of local campaign/campaign event
- **Accomplishments:** goals achieved in the Climate Action Plan, completion of a green project (i.e. green building, park, replacing the municipality’s taxis with hybrids, etc.), recognition with an environmental award or similar (e.g. ENERGY STAR)
- **Policy:** Joining ICLEI, green initiatives/asures, approval of a Climate Action Plan, green fleets program, Council resolutions supporting climate protection activities.

Press Releases

You’ve got news, but how do you go about announcing it the media? A press release is an all-purpose way to announce a new green initiative, event, or accomplishment. Press releases are often the first step to media outreach, describing why your event, new policy, or report matters to the community. Remember to include quotable statements from community leaders, elected officials, or local government staff. Some publications will lift words directly for print.



DID YOU KNOW: ICLEI has sample press releases you can use to advertise your municipalities membership in ICLEI. Please see our new member press release template for more information.

For more information and tips on how to write a press release you can visit the following websites:

Sample Press Release (excerpt)

FOR IMMEDIATE RELEASE

Nov. 2008

COMMUNITY NAME One of 10 Communities Selected to Host Local Climate Conversations on Earth Day 2009 “Spotlight Conversation” Will Highlight **COMMUNITY** Locally and Nationally

City/County, State – **COMMUNITY** was selected as one of 10 major events to take place on Earth Day 2009 as part of the National Conversation on Climate Action. ICLEI-Local Governments for Sustainability USA, Yale School of Forestry and Environmental Studies, Earth Day Network and *AmericaSpeaks* are partnering to present the National Conversation, a series of potentially hundreds of local-level community engagement events taking place nationwide on Earth Day 2009.

COMMUNITY was selected as one of 10 “Spotlight Conversations,” an elite group that will be highlighted nationally and receive extensive support in event planning and promotion.

QUOTE FROM LOCAL ELECTED OFFICIAL OR APPROPRIATE STAFF PERSON. I.E. WHY YOU APPLIED, YOUR GOALS FOR THE EVENT, BENEFIT OF COMMUNITY ENGAGEMENT FOCUS

“We look forward to supporting **COMMUNITY**’s Spotlight Conversation event on Earth Day,” said *Michelle Wyman*, Executive Director of ICLEI-Local Governments for Sustainability USA. “This will be an opportunity for **COMMUNITY** to advance their local climate protection goals and feed into a crucial national dialogue on the imperative of local climate

- [Publicity Insider](#)
- [Wiki How - How to write a press release](#)
- [eHow - How to write a press release](#)
- [Press Release Newswire](#)

Media Advisory

A media advisory provides a quick overview of the activity you are preparing. It is a brief document highlighting who, what, where, when, and the why of your activity (event, announcement, etc.).

Sample Media Advisory (excerpt)

WEDNESDAY & THURSDAY, JULY 11-12, 2007

CLIMATE CONFERENCE IN FAYETTEVILLE, AR

Fayetteville, Arkansas: Local government staff and elected officials from around the region and across the country will gather in Fayetteville, Arkansas, July 10-13 to showcase and exchange ideas to reduce greenhouse gas emissions and make their cities more sustainable. The workshop, “Saving Energy and Saving Money: The Economic Benefits of Local Climate Action,” builds on the leadership that cities, towns, and counties of all shapes and sizes have shown for more than a decade.

WHO: 150 local elected officials and local government staff from around the region and across the country (including AK, AZ, CA, FL, GA, KS, LA, MA, MD, MI, MN, MO, MT, NC, NH, VA, TX, TN, UT).

WHAT: National Climate Workshop – “The Economic Benefits of Local Climate Action”

WHEN: Wednesday and Thursday, July 11th and 12th*

WHERE: Fayetteville Town Center

MORE INFO: www.icleiworkshop.org

CONTACT:

Annie Strickler, ICLEI
(510)-844-0699 x328

City of Fayetteville
(555)-555-5555

Below is a checklist of information to follow as you are preparing your media advisory:

MEDIA ADVISORY CHECKLIST:	
<input type="checkbox"/>	Brief and to the point
<input type="checkbox"/>	Direct headline – identifies the most important information
<input type="checkbox"/>	Includes – who, what, where, when, and why
<input type="checkbox"/>	Includes contact information for reporters who want more information

For more information and tips on how to write a media advisory you can visit the following websites:

- [eHow - How to write a media advisory](#)

Traditional media: newspapers, radio stations, TV stations, magazines

Getting your message out to local and national media can be one of the most effective ways of educating the public and gaining the support you need for climate protection efforts. Below are tips on how to engage traditional sources of media in carrying your climate message.

Newspapers

a. Pitching a Story: Newspapers usually need one week to a few days of lead time, depending on the depth and relevancy of the story. It is best to provide a media advisory or press release with basic information to reporters and follow up with a phone call. If you have a great story that is breaking news don't be afraid to pick up the phone! If you can find out who the best reporter is to contact (who is most likely to cover the topic) your chances of getting the paper to cover the story will increase.

Sample Newspaper Story (excerpt)

N.H. city prepares for worst as warming fears rise

By Judy Keen, USA TODAY

KEENE, N.H. — This city is preparing for the worst. Climate change is inevitable, not theoretical, many city leaders here agree. They're trying to anticipate how higher temperatures, less snow and more rain will affect every aspect of life here — and what changes they must make to protect the city, its 24,000 residents and its 6,000 college students...

For years, Keene has tried to prevent that [drastic climate impacts] from happening by reducing emissions and conserving energy. Fire trucks, snowplows and other city vehicles run on biodiesel fuel. Methane gas at the municipal landfill is converted into electricity. Street lights use energy-efficient LED bulbs. Three traffic roundabouts keep vehicles moving, minimizing emissions from idling cars.

In 2006, Keene was recruited by ICLEI - Local Governments for Sustainability, an international association, to be a test case for what's being called adaptation planning: anticipating the ways climate change could affect every facet of a community and shifting government resources now to prepare. Keene's experience, the group hopes, will serve as a template for other cities. A committee of city officials and representatives from Antioch University New England and Keene State College tackled that long list of "what-ifs..."

Source: http://www.usatoday.com/weather/climate/globalwarming/2008-02-17-keene-prepares_N.htm?loc=interstitialskip

b. Editorial Board Meetings: Working with the local media is often crucial to gaining community support, and the editorial meeting can provide newspaper staff with a more solid background on local issues. Have a politician/professor/someone well known in the community meet with the editorial board of the local paper to educate them about the issue at hand. A successful meeting will yield editors and reporters who are better informed about local environmental issues and where to find relevant resources when they write a story. Don't be afraid to take individuals out for coffee to chat about the issues at hand, as this will allow for more relaxed and personal conversation.

A great time to set up an editorial meeting is during the annual National Conversation on Climate Action that ICLEI hosts in conjunction with Yale School of Forestry and Environmental Studies, Earth Day Network and *AmericaSpeaks*. In 2007, over 70 cities, towns and counties hosted a local event to discuss the science behind and solutions to global climate change. A wide variety of people spoke at these events, from internationally acclaimed climatologists to local environmental experts, business owners and elected officials. The next National Conversation on Climate Action will be happening on Earth Day, 2009. If your municipality is hosting a National Conversation event this year please consider setting up an editorial board meeting *at least one month in advance of your event*. It takes substantial time and effort to coordinate the schedules of those attending, but the end results are usually well worth it.

c. **Letters to the Editor and Op-Eds:** Letters to the Editor (LTE) are short letters (usually about 250 words) sent to the editor of a publication that are intended for print, and usually written in response to a specific article. In many publications, letters to the editor may be sent either through conventional mail or email. This section of the paper is often the most widely-read.

An *Op-Ed* is an opinion article that runs opposite the editorial page. It is similar in form and content to an editorial, but represents the opinion of an individual contributor, who is sometimes, but not always, affiliated with the publication. A typical range in length is 600-800 words for op-eds. Check the specific publication and follow submission guidelines from news publications. Great pieces that are too long or late won't get published. Newspapers that publish op-eds have specific and typically broad circulation. Once printed, an editorial can be quoted and repeated in other printed material.

Your primary consideration when writing an op-ed piece or letter to the editor is to present a motivated and urgent voice that draws the attention of the reader. Try to tag an op-ed to a story or issue that the paper has recently covered. Elected officials are good authors for an op-ed, but other options include community leaders, professors, teachers, business leaders, etc. Sometimes elected officials, or those who have the strongest influence, do not have time to pen an op-ed or letter to the editor themselves, and it is acceptable for a colleague with substantial knowledge to "ghostwrite" the piece for publication. However, it is very important that the person whose name is on the op-ed or letter to the editor work with the colleague on the piece and confirm its contents before submission. Be aware that it is common place for newspapers to call the person whose name is on the piece to make sure that they are indeed the author.

Below is a checklist of information that should be followed to ensure the creation of a strong op-ed piece or letter to the editor. Additionally, ICLEI's communication team can provide a template editorial letter to all new members. For more information visit: www.icleiusa.org.

LETTER TO THE EDITOR & OP-ED CHECKLIST:	
<input type="checkbox"/>	Responds to <u>very recent</u> events or topics. The sooner you respond, the better your chance of publication.
<input type="checkbox"/>	Identifies yourself and why you are qualified to comment.
<input type="checkbox"/>	The piece is as specific as possible, providing new ideas and/or solutions to the problem.
<input type="checkbox"/>	If responding to an event or crisis in an editorial, mentions that topic in the first and final sentence.
<input type="checkbox"/>	Uses clean language that most people understand (avoid jargon and acronyms). Uses short sentences and include human stories people can relate to.
<input type="checkbox"/>	Keep it short. Write clearly and concisely. If your letter is going to be shortened, it will usually be the final paragraphs, so don't save your point for the end. An average word limit for Letters to the Editor is 150 words; 750 for Op-eds.
<input type="checkbox"/>	Uses the active voice.
<input type="checkbox"/>	Includes one or two sentences that make sense out of context for reprinting or quoting. In a Letter to the Editor, reference the story to which you are responding (title, date, author)
<input type="checkbox"/>	Signed and includes your phone number and address if required.
<input type="checkbox"/>	Mailed, faxed, or e-mailed to the address listed for the publication.
<input type="checkbox"/>	Keep in mind that most publications verify by phone or in writing that you, and not someone attributing these

opinions to you, authored the letter.

d. **Columns:** If environmental issues are a hotly discussed topic within your municipality, local newspapers may want to hold a regular column written by either a staff reporter or guest. Fodder for the column could include new environmental projects in the community, local green businesses, environmental education in the schools, etc. In some smaller papers across the country, elected officials have served as the guest columnist in order to inform constituents about the exciting progress made locally.



Best Practices – Newspaper Columns

Menlo Park, California

Former Mayor Kelly Fergusson often praised the City’s efforts and accomplishments through a column in the local paper, *The Almanac*.

Medford, Massachusetts

Medford has a monthly “Sustainable Medford” column in the local paper written by the Environmental Agent, interns, other staff or members of the Clean Energy Committee.

e. **Paid Advertisements:** Paid advertising provides an opportunity to convey your exact message or call to action at the specific time and place of your choosing. With paid advertising you don’t have to worry about whether a reporter or editor will misquote or misrepresent you or miss the point, but you do have to pay for the space. Pricing for space in your weekly or daily newspapers, radio, and TV stations varies greatly.



Best Practices – Advertising Campaigns

Dallas, Texas

The City is running a [paid advertising campaign](#), focused on community outreach around climate change.

Radio Stations

Radio can be an excellent way to announce a public event or broadcast some great sound bites of passionate people talking about climate action in your community.

a. **Features and Short Pieces:** Radio stations work on a stricter schedule that requires more lead time than newspapers (because it often takes longer to produce a radio piece), and you can often pitch them a story 2-3 days in advance. This pitch can be done via a quick phone call to the radio producer or reporter, or via a media advisory or press release, which provides them with background information to help increase their interest in covering the details of your story.

Another nice thing about radio is that phone interviews can often be arranged for those who are unable to go to the radio station studio. This makes for minimal work and high impact. Additionally, radio broadcasting provides a quick way to reach out to a targeted audience, which may be relevant if your message is most applicable to a certain demographic.

RADIO PITCH CHECKLIST (FOR FEATURE AND SHORT PIECES) ^{vi} :	
<input type="checkbox"/>	Develop a media list containing valid radio stations to include when releasing your story. Today's stations usually have websites, which are a great resource in learning demographics and the appropriate contact information.
<input type="checkbox"/>	Send stations a press release that accommodates the style of radio news. Radio news must be very short and to the point; a story told via the radio must catch the listener's attention and tell the story in as few words as possible.
<input type="checkbox"/>	Follow up your press release with a phone call. Radio deejays and reporters often work unusual schedules, and print communications (like press releases) may come through when they are on-air and unable to access it. A quick follow-up may bring your news to their attention.
<input type="checkbox"/>	Save the reporter time. Think in advance of any questions he/she may have and include them in the information you send so that the reporter doesn't have to call you back with questions.
<input type="checkbox"/>	After the interview follow up with a short email or phone call thanking the reporter for his/her time and interest.

b. **Public Service Announcements:** Free, brief, and frequent notice of an event or initiative is available via a Public Service Announcement (PSA). A PSA is “any announcement for which no charge is made and which promotes programs activities, or services of Federal, state, or local governments and [...] other announcements regarded as serving community interests,” as defined by the Federal Communications Commission (FCC).. PSAs are 10, 20, 30, or 60 seconds in length so your message must provide a lot of information in a short amount of time. Check with the station(s) in your community for the format they use. Some stations will read a short script you provide. If you are able to provide the station with your statement in CD or appropriate broadcast format, it may be more likely to be aired and provide a consistent message.

c. **Talk Shows:** Radio talk shows are an excellent way to get your message out to a targeted audience on short notice. Talk shows want breaking news, and you may not even need to provide a full press release (often times a general media advisory is sufficient) or much background to be included on the show. Talk shows by nature offer a spontaneous opportunity for you and your key messengers to simply call up and make your voices heard. Be prepared with informative yet flexible sound bites that grab the listener’s attention and make your point in a concise and illustrative way.

Outreach Idea: Earth Gauge

Earth Gauge is an initiative created by the National Environmental Education Foundation and the American Meteorological Society to facilitate the evolution of broadcast meteorologists – highly trusted public figures – into ‘station scientists’ who can expertly cover and relay basic environmental information to their viewers. Earth Gauge meteorologists frequently discuss local issues, including climate change and sustainable development. To find out if you local meteorologist is a participant of Earth Gauge, or to find out more information, go to: <http://www.earthgauge.net/wp/about/>.

Television Stations

Television producers and reporters are looking for visual impact to accompany a story. Because of this television is a great way to show people consequences of climate change on landscapes and people. Pictures and real time footage are incredibly powerful and can spur action quickly because of the emotions they conjure. However, often times the video clips played by the TV stations are short and the sound bites even shorter. Make your point in 10 seconds or less if possible with colorful, descriptive language and make sure to show visuals or action that is memorable.



TIP. Know your issue. Whenever possible, develop ways to put a personal or local perspective on a broader issue in order to illustrate a basic or global story. For example: “January 2008 was the warmest winter in history. As a result, Joe Blow, owner of the Blow Ski Resort in Northeast Vermont, says, “It’s the warmest winter in 100 years. Less money and less fun!”

Another perk of television is that you can pitch a story with very short lead time (i.e. the day before or even the morning of) because of the way television scheduling often works. Usually the day’s scheduling is not fixed until that morning, and sometimes there is still some wiggle room left for flexibility to report on breaking news. It is best to send a

media advisory over to the show’s producer and follow up with a phone call the day before an event. If the story is unplanned you can simply call the station to pitch the story.

TELEVISION CHECKLIST (IF YOU ARE PART OF A SCHEDULED ON-AIR PROGRAM):	
<input type="checkbox"/>	Allow plenty of time before the program for late public transportation, bad directions, limited parking, etc.
<input type="checkbox"/>	Assume that the microphones and cameras are always on and picking up your words and gestures.
<input type="checkbox"/>	Be ready with points you want to make, even if the points are in direct response to questions.
<input type="checkbox"/>	Taped interviews will be edited so be sure that phrases you say make sense out of context.
<input type="checkbox"/>	Use facial expressions and simple gestures to get viewers’ attention.
<input type="checkbox"/>	Be Repetitive. TV stories are short and your sound-bite will be even shorter. Making your point over and over again will help to increase the chances the film crew will use it in their story.
<input type="checkbox"/>	Use visuals. Visuals help to catch attention and support your points. Let TV stations know in advance what kind of camera-friendly visuals your event will have.

Magazines

Magazines work on a longer time schedule than most other traditional media. They plan their editions and articles well in advance (ranging from months to weeks). Before engaging a specific magazine, make sure you know their calendar – are they a monthly magazine or a quarterly one? Talk to the editor and ask what they plan to focus on in the next publication and where your story would fit in. Most magazines run their environmental editions in the spring, and they also tend to provide an “editorial calendar” (listing of what topics will be featured in each edition) to help advertisers – and you – plan.

Recently, many magazines have found “green issues” to be in vogue (even fashion magazines!). Publications that focus on politics, outdoor sports, nature, and government are probably your best bets, but go ahead and pitch that story even if you think it might be a little out of the ordinary for the type of magazine.

Chapter C: Other Mediums to Convey Messages

Traditional media outlets can be a great way to effectively communicate with large audiences. However, there are a number of other mediums that can be used to reach out to the community at-large, or smaller, more targeted sub-sections. Below is information on direct outreach opportunities as well as tips on potential messengers that are generally effective in the identified medium.

Events: speeches, conferences, forums

Encouraging the community to see climate change as a local issue and take simple steps to help is often easier and more convincing in real time when people are surrounded by their peers. Take advantage of speeches, conferences, and forums to discuss and show people the positive benefits of taking action. Make your message clear and simplify as much as possible to hammer home the point.

Outreach Idea: Publicize Success

Don’t be shy, publicize your successes. For example, upon completion of an energy-efficiency retrofit, hold a grand opening ceremony complete with refreshments and a tour of improvements. Label each improvement with a description along with energy, money, and greenhouse gas emissions savings. No event, no matter its size, is too small to celebrate.

Speeches

Teachers, leaders of faith communities, politicians, and union leaders are natural speakers. Speeches should be tailored to a specific audience, both in words and approach to the topic of climate protection. When young people and children speak about the future, people listen and are mindful of both present and future generations.

Another option is to consider using Climate Project^{vii} speakers, speakers who have undertaken formal training on how to discuss climate change through a program sponsored by the Climate Project. Climate Project speakers are trained on how to discuss the science, impacts, and solutions to climate change. For more information on Climate Protection or to find speakers in your area, please see: <http://www.theclimateproject.org/>.

Conferences

Professional conferences are a great way to delve into real content around a specific issue. However, when speaking at conferences, try not to overwhelm people with information. You can mix it up with stimulating hands-on activities and interactive exhibits that will likely keep your audience more engaged and curious about the topic. Also, instead of using a traditional audience style lecture you can vary the styles of interaction by breaking out into small groups or using interactive media.

If giving a PowerPoint presentation, try to use powerful, striking images and minimal amounts of text. Make a visual impact and help people internalize your message about reducing greenhouse gas emissions.



TIP - Speech Reminders:

1. Provide specific examples of federal bureaucrats meeting their responsibilities to protect the environment. Describe the principles behind existing legislation.
2. Emphasize the creation of a sustainable future.
3. Three words Americans look for in an environmental policy are “safer, cleaner, and healthier.” Two words Americans expect from regulators and agencies are “accountability and responsibility.”
4. If you use terms such as “cost-benefits analysis,” and other traditional economic terminology, be sure to explain the terms in a way that is understandable to non-economists.
5. Include personal stories that illustrate motivation for your commitment.
6. If you use the economic arguments, stress that without a healthy environment, there is no economy. Be prepared to specify and quantify jobs created and wealth that stays in a community following a shift to renewables, etc.
7. Describe legitimate roles for federal regulation and partnerships with local governments.

Conferences and presentations can also be incorporated into larger events.

PRESENTATION CHECKLIST:

<input type="checkbox"/>	Have relevant and eye-catching graphics
<input type="checkbox"/>	Limited text
<input type="checkbox"/>	One slide or less for each minute you are speaking
<input type="checkbox"/>	Highlighted action items the audience can apply
<input type="checkbox"/>	Built in opportunity for audience engagement

Forums and Town Hall Meetings

Forums are public meetings, either structured or not, that allow for open discussion on various topics. The main objective of a forum is to provide an environment conducive to interactions (question, answers, and discussion) focused around a given topic. If you decide to bring in a speaker to moderate or address forum attendees, make sure to limit their time and provide ample opportunity for open discussion.



Best Practices

City of Golden, Colorado

The City of Golden launched its 10-year sustainability initiative during a public meeting at the end of February 2007, which was followed by four months of intensive discussion and research by community working groups. Golden used a highly distinctive bottom-up, grassroots approach led by citizens to set city policy in seven different areas of sustainability as laid out in the *Metro Vision* plan. The City sent postcards to all residents and businesses inviting them to discuss the proposed goals. Following the forum, citizens were kept informed and participated via regular updates on a dedicated page of the City's website, publicly-viewable Yahoo! Groups, scheduled weekly public meetings, articles in the local paper and City newsletter, and by calling the Golden Urban Renewal Authority's office with questions/comments. After four months, the seven working groups submitted 65 recommendations to Council, and Council immediately referred 15 of the recommendations to staff for review, and created a Citizens Sustainability Advisory Board to ensure implementation.

Fayetteville, Arkansas

As part of the 2007 National Conversation on Climate Action (www.climateconversation.org) the city held a public forum and panel discussion with scientists from the Southern Regional Climate Center to discuss the science and effects of climate change in the region. The larger discussion was supplemented by breakout sessions that focused on transportation, energy conservation, alternative energy, food, product purchasing, and recycling. The City also developed a Climate Action Commitment Worksheet that allowed individuals to choose among 30 ways to reduce their carbon footprint – at the end of the event the total collective commitment was shared.

Stamford, Connecticut

Also as part of the 2007 National Conversation on Climate Action, Stamford decided to organize a community tree planting. The event provided interested citizens an opportunity to learn about tree care while simultaneously planting trees around the City.

Direct Marketing

Don't be afraid to use materials the City is already sending out to disseminate information on climate, energy, and the things you are already doing. For example, add a flyer about recycling opportunities to documents that are already being mailed to citizens, such as water and sewer bills. Advertisements on public transit vehicles and roadside billboards are also great examples of direct marketing.



Best Practices – Direct Marketing

Bellingham, WA

The City of Bellingham, Washington embraced this approach by preparing and distributing a [10-Things-You-Can-Do to combat climate change](#) list. The list highlights cost effective and simple strategies that the average citizen can do to help make a difference in their community.

Albuquerque, NM

The City of Albuquerque has a similar list of the top [51 things residents can do to be more sustainable](#).

Medford, MA

The City sends residents quarterly water bills which include materials promoting the Clean Energy Choice program – a program for residents to sign-up for renewable energy through their electricity utility.

Short Films and Environmental Film Festivals

A great way to engage your community is through film and art festivals. Emotional connections to films and artwork may strengthen the public's resolution to be more involved in climate protection. Additionally, film, art, and photographs often provide a compelling visual case for the need for action on climate change.



DID YOU KNOW: During the 2007 National Conversation on Climate Change hosted by ICLEI, Yale University and the Association for Science and Technology Centers (ASTC), many cities, towns and counties hosting an event on climate change focused on getting community members to talk with one another about the science behind and solutions to climate change. ICLEI provided participant communities with a guide for alternative engagement written for the event by America Speaks, a non-profit that develops innovative deliberative tools that work for both citizens and decision makers. You can access this guide online at <http://www.climateconversation.org/docs/ActionEngagementGuideIndividualAction.pdf>.

The Sierra Club has organized an [Energy Film Festival](#) that offers the films and supporting materials for communities to host tailored film festivals^{viii}. Additionally, the Fairbanks Environmental Film Festival and the [Colorado Environmental Film Festival](#) are two examples of how to organize, structure, and run an engaging environmental film festival campaign.

Targeted Marketing Campaigns

If you have a specific audience you would like to speak to or engage in particular efforts, consider a targeted marketing campaign. For example, targeting music or a sports team's fan base through press, radio, and sports programs is an effective and often inexpensive way to reach out to a certain demographic in the community.

Internal Communications: email, reports, brochures, newsletters, and memos

In addition to external communications, it is also important to inform and obtain support from internal staff members. Using email, reports, brochures, newsletters, and memos are all common ways to keep your staff up-to date on the exciting things your municipality is doing to address climate change. The beauty of this medium is that your municipality is most likely already using these types of communications to convey information – so there is no need for the creation of new routines. Remember: if you are seeking behavioral change, you will need to provide appropriate information as well as tools to allow your audience to implement the desired change.



DID YOU KNOW: Recently, online forums have become a popular medium - allowing users to post thoughts, interact with and discuss issues with peers, all from the comfort of their home.

Websites

An educational site that has interactive screens, games, and communications materials that are easily adaptable to the needs of different audiences – one stop shopping site – is invaluable. It is also one of the best ways to reach a wide and diverse audience. The [City of Berkeley](#), California has an excellent energy and sustainability website which provides resources for community members on relevant energy policies, energy saving tips, climate action news and events, and a blog where residents can communicate with each other. Additionally, the City of [Portland, Oregon](#) has an outstanding sustainable development website that serves as a clearinghouse of information for all sectors of the community (residents, businesses, and property managers).



Best Practices – Climate Pledges

Boston, MA & Chicago, IL

A recent development has been on-line environmental or climate pledges that local residents can sign on to. Both the [City of Boston](#), Massachusetts and the [City of Chicago](#), Illinois provide pledges that allow residents to register to and receive recognition for pledging their commitment to the program.

New Media: email, text messaging, social networking websites and webinars

As technology continues to advance, so too do the means by which society communicates. As such, it is important for municipalities to be aware of, and to utilize an array of communication tools. Below are some of the most common new media types currently in use.

Email and Listservs

Email has become a popular and common method of quick communication. As such, it is an effective way to reach out to a large audience in a rapid manner, without using many resources. Listservs provide an easy way to communicate with a large number of people with a single click, and may allow for dialogue amongst a network.



Best Practices – Listservs

Haverford, Pennsylvania

The Township uses listservs to send regular announcements to residents about upcoming events and items which may be of interest to its citizenry. In some communities, listservs are broken down into more narrowly focused groups, such as by neighborhood, committees, or interest areas (gardening, PTA, etc.).

Text Messaging

You can use text messages in many ways, but this medium has been proven effective while organizing a campaign or for alerting people to breaking news and upcoming events. Text messages will probably resonate best with a younger crowd (i.e. university students) that have cell phones and are accustomed to using them for text messaging.

Webinars

Webinars are short, web-based seminars that allow for interactions between individuals – traditionally for training purposes. Generally, webinars are focused on specific topics, with a presentation or lecture, accompanied by an interactive session that allows participants to ask questions in real-time. ICLEI uses webinars to train members on a number of topics including conducting a greenhouse gas inventory.

Blogs

A blog is a web site that shares commentary, descriptions of events, or other material such as graphics or videos. Blogs normally have a specific focus or particular subject area that they focus on. A typical blog is a combination of text, images, and links to other websites. Municipalities can use blogs as a forum for sharing information about environmental activities in your community and to solicit community feedback.



DID YOU KNOW: ICLEI is currently looking for examples of communities that are using new and innovative ways to communicate with their community. If you have examples you would like to share, please email missy.stults@iclei.org.

Television Programs

Local governments that have access to public television stations or that have media personnel (or skilled community members) can explore the option of creating a regular running ‘environmental’ program. This program can highlight activities the municipality is taking, creative community-wide activities, or upcoming environmental events in your area.



Best Practices – Climate Pledges

Ann Arbor, MI

The City of Ann Arbor produces a television program called “Eco Sense”, a series of 30-minute talk/news programs about energy and the environment. Video clips and excerpts from the “Eco Sense” show are posted on the Ann Arbor Energy’s Office’s [You Tube](#) page.

Section IV

SUMMARY

Effective communications and community outreach will be critical for municipalities striving to reduce their emissions. This Guide was designed to provide guidance to municipalities as they prepare their outreach efforts.

Below is a checklist that incorporates all of the major points necessary to ensure successful completion of your community outreach and communications program. Remember that most of these items can be completed in almost any order, but all steps need to be completed. If you have further questions about information in this Guide or about how your municipality can move forward with designing an effective media or community outreach campaign you are welcome to contact your local ICLEI liaison or contact ICLEI directly. (<http://www.icleiusa.org>).

COMMUNICATIONS AND OUTREACH CHECKLIST	
<input type="checkbox"/>	Assessed Target Audience
<input type="checkbox"/>	Clearly Identified Objective for Outreach (what do you want your message to do?)
<input type="checkbox"/>	Determined Message
<input type="checkbox"/>	Identified Appropriate Target Audience
<input type="checkbox"/>	Tailored Message to Resonate with Target Audience's Interests and Needs
<input type="checkbox"/>	Ensured Message Has Action Items
<input type="checkbox"/>	Identified Appropriate Messenger – One that Will Resonate with Target Audience
<input type="checkbox"/>	Selected Appropriate Medium for Conveying Message (Media or Other)
<input type="checkbox"/>	Provided Opportunity for Feedback on Success of Messaging

Appendix I

RESOURCES

Local Government Websites

City of Portland, OR Office of Sustainable Development: <http://www.sustainableportland.org/>

Maricopa County's Clean Air Campaign: <http://www.runningoutofair.com>

Nashua Green Team: <http://www.nashuagreenteam.org/>

Climate Change Educational Information

The Environmental Protection Agency's Global Warming Site
<http://yosemite.epa.gov/oar/resources.nsf/websearch?openform>
<http://www.epa.gov/globalwarming>

Frequently Asked Questions about Global Warming From the National Oceanic and Atmospheric Association (NOAA)
<http://www.ncdc.noaa.gov/ol/climate/globalwarming.html>

Regional Impacts of Global Warming
<http://www.epa.gov/globalwarming/impacts/index.html>

Environmental Defense Fund's Global Warming, Myth vs. Fact
http://www.edf.org/pubs/FactSheets/e_GWFact2.html

Global Warming Explanation from New Scientist Magazine
<http://www.newscientist.com/nsplus/insight/global/faq.html>

Union of Concerned Scientists - Global Warming Science
http://www.ucsusa.org/global_warming/science

Global Warming Central
<http://www.law.pace.edu/env/energy/globalwarming.html>

NOAA Global Warming Update
<http://www.ncdc.noaa.gov/ol/climate/globalwarming.html>

Environmental Defense Fund - Understanding the Forecast
<http://www.edf.org/pubs/Brochures/globalwarming>

World Climate Report
<http://www.greeningearthsociety.org/climate>

World Wildlife Fund Climate Change Campaign

<http://www.panda.org/climate>

IEA Greenhouse Gas Research & Development

<http://www.ieagreen.org.uk/>

Environmental Defense (ED) Global Warming Games

<http://www.envirolink.org/orgs/edf/games/index.html>

Environmental Defense Fund's 20 Simple Steps to Reduce Global Warming:

http://www.edf.org/want2help/b_gw20steps.html

Global Warming Explanation

<http://www.newscientist.com/nsplus/insight/global/faq.html>

Intergovernmental Panel on Climate Change

<http://www.ipcc.ch>

United Nations Framework Convention on Climate Change

<http://www.unfccc.org>

Global Climate Crisis

<http://www.heatisonline.org>

Sierra Club's Site in Support of Increased Fuel Efficiency

<http://www.toowarm.org>

Greenpeace Arctic Action

<http://www.greenpeace.org/~climate>

ⁱ Futerra, (2008) '10 Rules for Communicating Sustainable Development', <http://www.futerra.co.uk/downloads/10-Rules.pdf>

ⁱⁱ Futerra. (2005) "*Communicating Sustainability – how to produce effective public campaigns.*" United Nations Environment Programme.

ⁱⁱⁱ See Above

^{iv} From lecture by Solitaire Townsend, Chief Executive and Co-Founder of Futerra.

^v Houghton, R.A., 2003. *Revised estimates of the annual net flux of carbon to the atmosphere from changes in land use and land management 1850-2000.*

^{vi} Ehow.com

^{vii} For more information the Climate Project, please see <http://www.theclimateproject.org/>

^{viii} For more information, please see <http://www.sierraclub.org/scp/filmfest/>